



DEUTSCHER
FUSSBALL-BUND



FOOTBALL IS THE FUTURE

Sustainability Report of the Deutscher Fußball-Bund

Key figures

Deutscher Fußball-Bund

- 6,822,233 members, including 2,226,002 children and young people as well as 1,083,901 female members
- 25,456 clubs

Competitions

- 1,828,806 matches
- 165,229 teams, including 13,111 women's and girls' teams
- 76,019 referees

Men's national team

- 877 matches since 1908
- 508 wins, 177 draws and 192 losses
- 10 coaches / team managers since 1908
- Three-time World Cup winners and three-time European champions

Women's national team

- 383 matches since 1982
- 263 wins, 53 draws and 67 losses
- 3 coaches since 1982
- Two-time World Cup winners and eight-time European champions

Volunteering and qualifications

- 1.7 million volunteers
- 16.25 million clicks for online training and information each year
- 102,296 participants working towards qualifications this year
- 84,666 licensed and certified coaches and association employees

Talent promotion

- 600,000 players are scouted each year
- 366 DFB training centres
- 52 centres of excellence
- 30 elite footballing schools
- 13 youth national teams

Prevention and security

- 10.8 million euros to be spent on a fan outreach programme from the 2013/2014 season onwards
- 5,000 players sign a commitment each year to immediately report any suspicion of match manipulation
- 1,720 instances of in-competition testing
- 1,000 participants in the "Making children strong" short course

Professional clubs

- 18.3 million fans attending matches
- 15.1 million euros for social responsibility and corporate citizenship activities, from which 750,000 people benefit
- 5.5 million kilowatt hours of cleaner power from photovoltaic systems

FIFA Women's World Cup 2011 Germany

- 7.6 million euros net profit
- 1 million euros of profit given as a solidarity contribution to German sport
- 845,711 fans attended matches
- 710,000 euros for environmental and climate protection

Solidarity

- 5 million euros raised for each international benefit match
- 1.3 million euros donated to foundations from administrative fines and contractual penalties
- 4.3 million euro annual budget for DFB Foundations
- 2.44 million euro annual budget for the Bundesliga Foundation
- 2 million euros in aid for flood victims in 2013

As at September 2013

Detailed information on these figures and other further information can be found at www.dfb.de/nb2013 under Link 01.

About this report

The Sustainability Report for organised football in Germany

The “Football is the Future” 2013 Sustainability Report enables organised football in Germany to transparently and concisely inform its stakeholder groups of its sustainability activities. It outlines the measures, outcomes and steps taken by the key parties involved within the DFB and presents their social commitments in accordance with up-to-date sustainability reporting requirements.



SCOPE OF THE SUSTAINABILITY REPORT

For the first time, this Sustainability Report systematically summarises the most significant social and ecological activities within organised football in Germany for the reporting period from 2010 to 2013. The ordinary DFB Congress, where sustainability activities and findings will be reported in future, takes place every three years. This report was presented at the 41st DFB Congress in Nuremberg in October 2013 and is associated with the first DFB sustainability publication presented at the last DFB Congress in Essen in October 2010, which outlined the main features and historical development of “social responsibility in organised football” under the title “The Path to Sustainability”.



STRUCTURE OF THE SUSTAINABILITY REPORT

The DFB's sustainability concept and the way in which sustainability is anchored within the organisation are presented in the introductory chapter of this report. The complex structure of organised football in Germany is explained along with the main parties involved, and an overview of the activities of the DFB head office is also provided. The following chapters provide information for each of the four action areas of organised football, outlining the measures, outcomes and next steps required to provide lasting sustainability. The four action areas (league and team management, instilling values, responsibility and charitable activities) are briefly explained in each of the respective chapters.

You will find additional information on many pages under the heading “Did you know...” Next steps are provided under “What happens next” and “Further information” indicates where additional information can be found online.



COMPLIANCE WITH SUSTAINABILITY STANDARDS

The measures adopted by the general office are presented in line with Global Reporting Initiative (GRI) indicators (version 3.1). The annex provides an index summarising the text within the report that refers back to the core and additional GRI indicators. GRI has confirmed that the completeness of the specified information corresponds to GRI Application Level B.



DESIGN AND PREPARATION OF THE REPORT

Topics were selected for this DFB Sustainability Report based on intensive discussions carried out by the DFB Sustainability Commission, which comprises both internal and external experts, as well as extensive discussions with representatives from all of the main parties involved with organised football in Germany. Auditing firm Deloitte oversaw the entire process of preparing this Report with the aim of ensuring that this initial report complied with international sustainability standards.



FURTHER NOTES ON THE REPORT

In the interests of reader-friendliness, the report generally does not make any additional use of feminine forms of speech (e.g. he/she), provided that such forms of speech do not have any direct bearing on the content of the report. The masculine form is used irrespective of gender.

As experience shows that readers of sustainability reports generally look up specific areas of interest within the report rather than reading it from cover to cover, most chapters and content have been formulated and designed to be read in isolation. As a result, any repetition of content is intentional.

The report will be available in English from December 2013. In cases of doubt, the German version shall take precedence.



ADDITIONAL ONLINE INFORMATION

The report is available as an e-book and as a PDF download from the DFB homepage (www.dfb.de/nb2013). There you will find an extensive array of additional information about the main parties within and activities of organised football in Germany and its partners. This information is referenced throughout the report under the heading “Further information”. The corresponding information can be found on the webpage using the numbering provided, e.g. “Link 12 on www.dfb.de/nb2013”.



Wolfgang Niersbach,
born 1950,
DFB President since 2012.

Dear friends of football,

Football is captivating more people than ever before, across every region and generation, every class and background. More than 50 million people follow our sport in Germany, more than 30 million people cheer on the national team at major tournaments, and around 18 million people “bring themselves into play” on the pitch in the truest sense of the phrase.

Football is a source of fascination and sheer joy for the Association, just as it is for every individual fan. Anyone playing the game or involved with their club is making an important contribution to society. Football helps to build character and integrate people. It helps to fight discrimination and promotes environmental protection. Football teaches skills that can be used in everyday life off the pitch, whether at school or at work. It is for all these reasons that football has had, and continues to have, a transforming influence on our society.

“Football is the Future”. The DFB met under this slogan and guiding principle at the 41st Congress in Nuremberg, and is also the title given to this first DFB Sustainability Report. It is the first review of the Association and documents the wide-ranging commitments of organised football. It shows how we fulfil our responsibilities, whether in league and team management, by instilling values, by helping to tackle social challenges or through charitable work. However, it also shows where we could make better use of the potential that football offers.

The diversity of activities undertaken within organised football in Germany was simply too broad for everything to be included in this report. Instead, this report concentrates on the activities of the DFB and joint measures undertaken with the League Association, the DFL and our regional and sub-regional associations. These associations have also developed their own extensive array of activities, and we provide some examples throughout this report. There is a separate report for the numerous measures carried out by the professional clubs, which you can learn more about in this report.

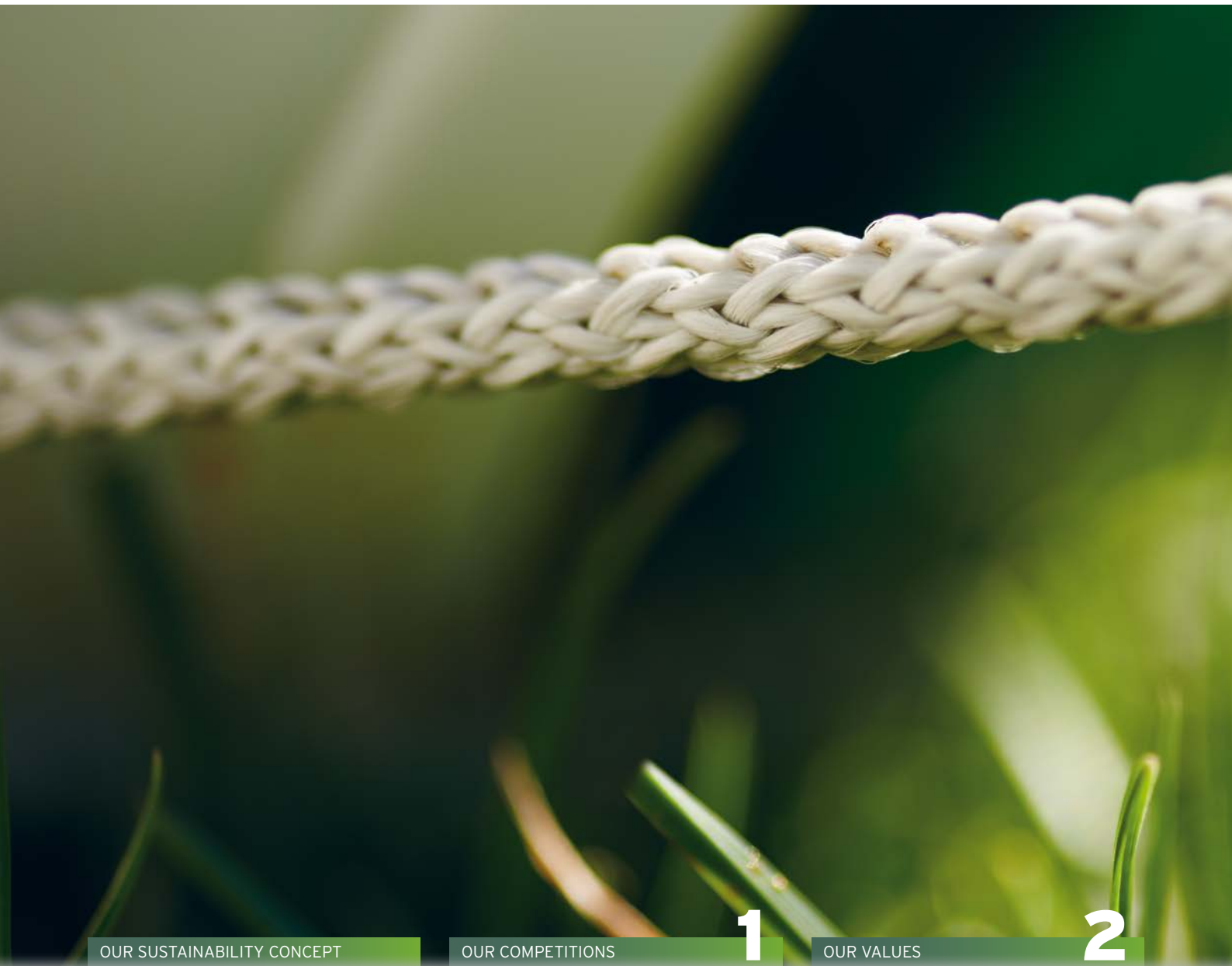
At this point, I must thank my predecessors, Dr. h.c. Hermann Neuberger, Dr. h.c. Egidius Braun, Dr. h.c. Gerhard Mayer-Vorfelder and Dr. Theo Zwanziger, who showed unwavering commitment to social issues within football but also applied pioneering measures and projects to ensure the sustainability of the associations, the German Football League (DFL) and its clubs.

All of us in organised football, from the grassroots to professional football, would like to continue to fulfil this special responsibility together in the future, both for society and for the successful future of football.

Yours,

A handwritten signature in blue ink that reads "Wolfgang Niersbach". The signature is fluid and cursive.

Wolfgang Niersbach



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Understanding football as sustainable means using its wide-ranging potential responsibly to maintain a fair society and healthy environment. This protects grassroots and elite football whilst at the same time contributing to maintaining and strengthening the democratic, ecological and ethical foundations of a free society.

DFB Sustainability Mission Statement,
Developed by the DFB Sustainability Commission

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»Viewing football from a
unique perspective.«





FOOTBALL AT THE CENTRE OF SOCIETY - OUR SUSTAINABILITY CONCEPT

For organised football, sustainability means a commitment and responsibility to maintain our own match operations and to address social challenges wherever possible. Sustainability is firmly embedded in organised football in Germany, and can be seen not only formally in the DFB Statutes but in the wide range of activities carried out by all those involved in football, from the DFB headquarters and the foundations to the regional associations and the clubs.



A commitment and an opportunity in one

Under Karl Rothmund's leadership, the DFB's "Social Responsibility" steering group discussed the significance of sustainability for a football association for the first time. One result of these discussions was the establishment of the Sustainability Commission at the DFB Congress in 2010. As Chairman of this Commission, Karl Rothmund reports on its work over the past year.

Mr Rothmund, the DFB first highlighted the unique role football plays in society at the Congress in Essen with the "The Path to Sustainability" report. Now you are publishing a Sustainability Report for the first time. Have you achieved your goals?

We made a start in 2010 and have achieved several things since then, but social responsibility is not a task you can ever fully complete. It has to be put into practice every day and is constantly developing, much like society itself develops. However, we have certainly reached an important milestone, as this report marks the first time we have provided a systematic overview of our sustainable activities.

The term 'sustainability' has been increasingly used in recent years. What exactly does sustainability mean for a football association?

We asked ourselves exactly this question at the start of our Commission work. For us as a football association, sustainability primarily means being able to organise football in a lasting and successful way. Organised football contributes significantly to society because of its unique sporting appeal, one that goes beyond football clubs into every community and is readily and cheaply available to all those interested in sport and football. Therefore, our overriding sustainability objective is to ensure that football endures at both grassroots and professional level.

Karl Rothmund, born 1943, has been the DFB's Vice President for Social and Socio-Political Affairs since 2007.



Overview of selected activities

2007	2009	21./22.10.2010	28.09.2011	11.10.2011	17.01.2012	10.02.2012	23.-25.02.2012
→ DFB Football Development Plan published	→ DFB receives the German Sustainability Prize	→ DFB Congress Section 4 of the DFB Statutes amended to include the four areas of sustainable action	→ Hospitality Handbook published	→ Julius Hirsch Prize awarded to Thomas Hitzlsperger	→ "Sexual Identity in Football" dialogue forum held	→ The DFB-Mercedes Benz Integration Prize is awarded by Chancellor Angela Merkel	→ Amateur Football Congress

And what role do social and other central sustainability factors play in this context?

Whether part of a club or simply as fans, so many people are enthusiastic about football in Germany and are receptive to messages coming from the sport, so we naturally have a special responsibility in our role as the sport's governing body in this country. We want to use football to instil values, and one particular example that comes to mind is Fair Play. We can also use football to support socio-political issues such as inclusion or even environmental protection. The success of football also gives us the opportunity to become socially involved in many areas, using the proceeds from international benefit matches, for example. It is a commitment and an opportunity all in one.

How does the DFB achieve this objective? What specific actions are you taking?

Around 25,500 clubs, over 165,000 teams and 1.7 million volunteers practise sustainability almost every day. Our commitment is focused on the regional and sub-regional associations on the one hand, and the clubs themselves on the other. We support them in their day-to-day club and association work. At the Amateur Football Congress, held at the start of 2012 under the title "A United Future", we underlined the special importance of establishing a foundation for successful football at all levels. The commitment of all those involved in organised football, whether as coaches, treasurers or groundskeepers, is vital to establishing that foundation. In the last three years, our Sustainability Commission has been tasked with overseeing all these activities, analysing their social impact and providing new ideas for further development where necessary. This report certainly does not mean this work is complete. Specialist committees and commissions will continue to be responsible for our social commitment in future, and a steering group will be responsible for coordinating these efforts.

What have been the highlights for you when reinforcing sustainability in organised football over the past three years?

Without a doubt, hosting the FIFA Women's World Cup was one of the highlights. Over the course of three weeks in the summer of 2011, packed stadiums illustrated the excitement and high quality of women's football. For me, the quality of the football on offer, combined with the professional way in which this World Cup was organised, was equality in action. Even though Germany's women were unable to progress beyond the quarter-finals, the tournament set global standards beyond the action on the pitch, whether in relation to environmental protection at the stadiums, catering or accessibility. As I have already mentioned, the Amateur Football Congress held in February 2012 was an equally important milestone for strengthening the foundation of football in Germany. It became clear that providing

support and qualifications for volunteer posts is central to maintaining strong, healthy clubs.

Football is everywhere. Do you believe there is a danger of football becoming overexposed? Are the expectations placed on football sometimes too high?

We should all be aware of the limits of sustainable action in organised football. We are part of society and, as a result, we are affected by undesirable social developments. Organised football is therefore required to openly address problems such as the discrimination of various groups in society and to raise awareness among footballers and fans alike. However, solving these problems requires the combined efforts of many forces within society, not just football.

Finally, Mr Rothmund, when looking back at two terms as a DFB Vice-President, what would you like to pass on to your successors? What will their future tasks consist of?

Although the concept of sustainability in football is a new one, football has a long history of social responsibility; in fact, it has always been an intrinsic part of the sport. However, increasing awareness of the potential of football within society, and using this potential not only to develop the game but to support society, will continue to be an important responsibility in the future.

Names and roles of members of the Sustainability Commission

DFB Vice-Presidents	Karl Rothmund (Chair)
	Rolf Hocke
	Dr. Rainer Koch
	Hermann Korfmacher
	Rainer Milkoreit
Delegates	Teresa Enke (Health)
	Eugen Gehlenborg (Volunteering)
	Reinhard Grindel (Anti-Corruption)
	Dr. Alexandra Hildebrandt (Sustainability Communication)
	Gül Keskinler (Integration)
	Prof. Dr. Gunter A. Pilz (Prevention / Anti-Discrimination)
	Claudia Roth (Environment/Climate)
	Olliver Tietz (Culture)
Other members	Tanja Walther-Ahrens (Education)
	Wolfgang Watzke (Social Responsibility)
	Willi Hink (DFB head office representative)
	Roland Kentsch (League Association and Bundesliga Foundation representative)

27.02.2012

→ DFB Environmental Cup begins

02.07.2012

→ Code of Conduct introduced for DFB employees

18.08.2012

→ Club 100 awarded at Frankfurt's Römer city hall

16.10.2012

→ DFB Fair Play Prize awarded to Miroslav Klose

05.11.2012

→ "Laureus Sport for Good" Foundation Prize awarded to Wolfgang Niersbach

15.02.2013

→ DFB Environmental Cup awards ceremony

20./21.06.2013

→ "Sport and Politics: united against right-wing extremism" dialogue forum held

06.09.2013

→ DFB Fair Play Prize awarded Jupp Heynckes

24./25.10.2013

→ DFB Sustainability Report published

The main parties involved in organised football

Cooperation in German football is based on an unparalleled solidarity between the professional and amateur levels of the game. Unity between associations, cooperation between male and female players and collaboration between volunteers and officials, all supplemented by the work of the foundations, are all intrinsically interlinked and provide a foundation for the future sustainability of German football.



DFB

LEAGUE ASSOCIATION / DFL

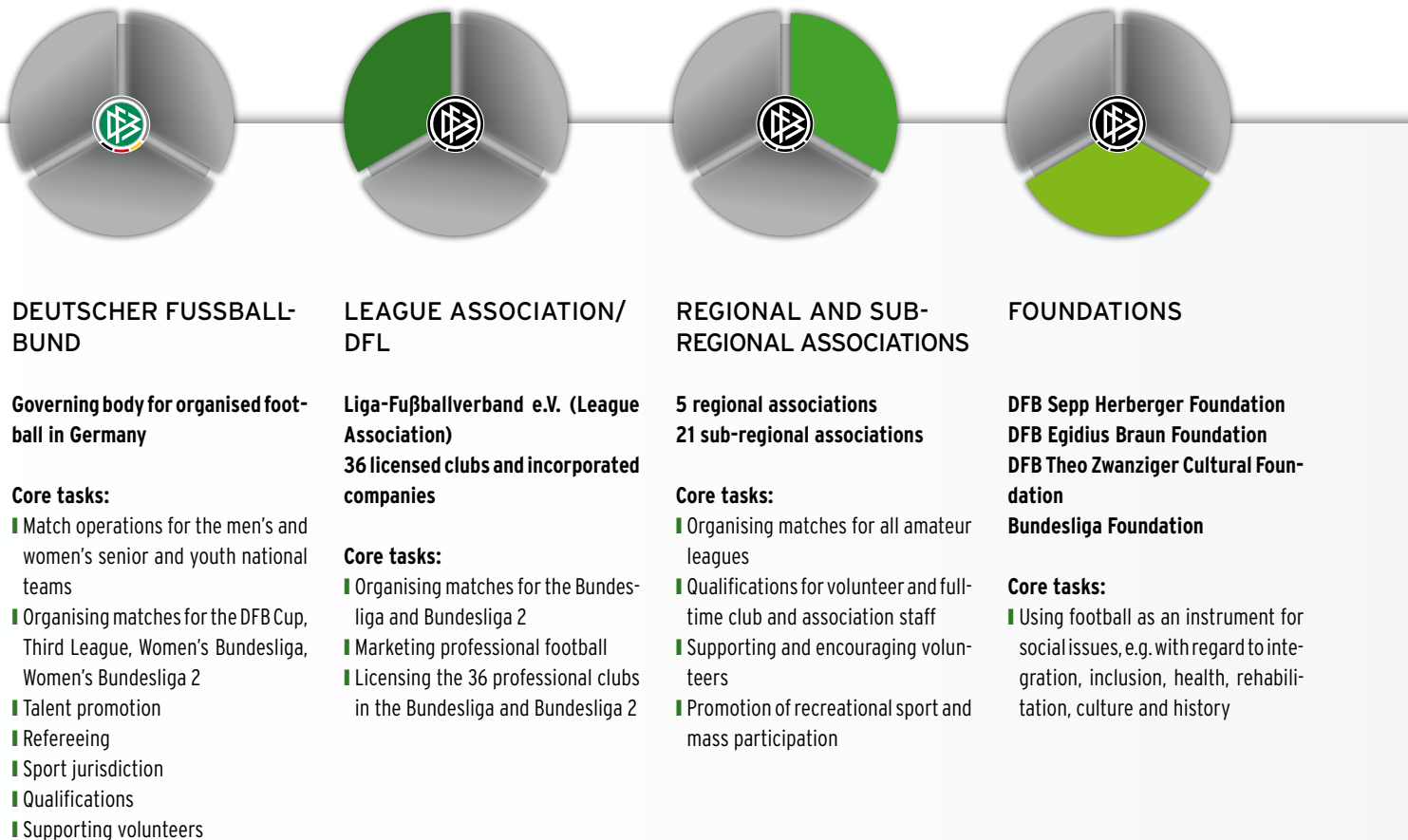
DEUTSCHER
FUSSBALL-BUND

Sustainability through football

As our Statutes state, all measures implemented by the regional and sub-regional associations, the DFB Head Office, the League Association and the foundations have a non-profit focus. Our core objective is to offer comprehensive and inexpensive football for all those in Germany interested in football and sport in general. With the support of numerous volunteers, organised football in Germany assumes a social role and carries out a wide range of sustainable activities. With a broad membership base and as a highly regarded governing body, the Deutscher Fußball-Bund also designs its social processes in conjunction with its stakeholders and leads by example wherever possible.

Cooperation structures

The DFB comprises 27 member associations: 21 sub-regional and 5 regional associations, together with the League Association. All these associations are represented in the DFB's main committees, the DFB Presidential Board, the DFB Chairmanship and the DFB Congress with its 259 delegates. All operational work is carried out in the DFB's specialist committees and commissions, which in turn are comprised of experts from all the member associations. These activities are supported by the DFB's foundations and the League Association. The cohesion between these parties was confirmed by the new governing agreement concluded in May 2013. This agreement governs the specific rights and obligations of the League Association as a member of the DFB.



REGIONAL AND SUB-REGIONAL ASSOCIATIONS



FOUNDATIONS



Sustainability is a matter for us all

The Deutscher Fußball-Bund, Germany's football governing body, was founded in Leipzig in 1900. Since 1951, it has been headquartered in Frankfurt am Main, initially in the city centre. In 1974, the DFB moved to Otto-Fleck-Schneise, next door to the German Olympic Sports Association and other sports federations. General Secretary Helmut Sandrock discusses the work of the Association.

Many people associate the DFB with the German men's national football team. They picture DFB employees as being in close proximity to their heroes, accompanying them to international matches all over the world and talking shop all day about the team's starting line-up. Is that what your day consists of?

Yes, but only on rare occasions. Certainly, organising international matches and accompanying our national teams on their travels are part of the work of the DFB, but our remit goes far beyond that. We organise competitions such as the Third League, Women's Bundesliga and the DFB Cup. We are responsible for promoting talent, the jurisdiction of the sport, refereeing and even marketing. Another important area is communication. In 2012, we organised over 100 press conferences, our webpages were accessed almost 128 million times and we also received an average of 2,000 emails each week - and responded to every single one.

What exactly does the DFB do for football's grassroots?

Each football club is a member of one of 21 sub-regional football associations. As the national governing body, we see ourselves as a service provider and adviser, whether helping to develop amateur football, offering qualifications or tackling social issues such as integration or preventing violence. We also represent the interests of football within the German Olympic Sports Association; for example, we use this forum to share our

views on the re-regulation of the betting market. This is an important issue for amateur football as the money it receives from sub-regional football associations is partly derived from state revenues from lotteries and sports betting.

Are all these tasks solely taken care of by the DFB's head office in Frankfurt?

Our sporting management, headed by Silvia Neid and Joachim Löw and the full-time DFB coaches, do not have offices at our headquarters but are instead scattered across the DFB training centres and out on pitches up and down the country. We also have two representatives in Berlin and Brussels. All our other employees are based at our headquarters in Frankfurt. We have 223 employees in total.

One important element of sustainability is environmental protection. How great a commitment do you think headquarters makes in this regard?

We pay attention to environmental issues in many ways, such as working with caterers focused on using regional products, or by using Fairtrade coffee. We also renovated our headquarters in 2008 to improve its energy efficiency. On the initiative of the City of Frankfurt, we have been participating in an environmental evaluation since 2012, as part of the Eco-profit programme for developing environmentally sound businesses. In 2013, we received a certificate for fulfilling all the necessary requirements of the programme.

Does sustainability also play a role when collaborating with sponsors?

Our cooperation with our business partners is extremely important for the financial sustainability of the Association. The long-term agreements we conclude with successful, internationally renowned companies ensure the economic efficiency of the Association. In addition, the joint projects we develop, such as the DFB-Mercedes Benz Integration Prize, demonstrate that our cooperation is much more than just a business relationship.

Does grassroots football also benefit from the financial performance of the Association?

Absolutely. We use the proceeds from sponsorship deals and the governing agreement between the DFB and the League Association concluded in May 2013 to finance projects such as the development of the DFB talent promotion programme or the establishment of youth centres of excellence, and we help to promote grassroots projects in the same way. The sub-regional associations receive five million euros each year to support the services they provide to amateur clubs, and this means we make a direct contribution to strengthening youth football across the country. The future sustainability of football would be under threat without close cooperation between professional and amateur football. In addition, the Bundesliga clubs each give two per cent of the income they receive from

ticket sales to their respective regional or sub-regional association, whilst each club in the Bundesliga 2 gives one per cent.

There have been many reports in the media concerning FIFA's governance reform process, much of it critical. What do transparency and compliance management mean to the DFB?

We are monitoring the development of FIFA's reform process, which was partly initiated by Dr. Theo Zwanziger, very closely. Important steps have been taken in the right direction, and more are certain to follow. At the DFB, we believe we are very well positioned when it comes to transparency and compliance, but we must constantly keep evolving. For example, we appointed Reinhard Grindel as our first anti-corruption representative in 2010. Together with an expert working group, he has reviewed our existing internal processes, particularly those outlined in our Statutes, working regulations, financial regulations and rules of proce-

dure. These experts confirmed that our processes fully conform to current compliance requirements. By introducing technical systems, including a contract database, a digital invoicing workflow and online data protection training programmes, the DFB ensures that compliance guidelines are being implemented systematically. On the experts' recommendation, we also introduced a code of conduct for our employees in July 2012, which summarises all the most important regulations once more.

Do recent innovations in compliance management also affect the issue of hospitality and invitations to football matches, a topic that has been much discussed in recent years?

Yes, we have clarified this issue in a binding manner. In September 2011, we developed a joint declaration of undertaking with the DFL that helps to ensure greater legal security when it comes to VIP invitations.

In your opinion, what will be the DFB's greatest challenges in the future?

In every town and almost every small village in Germany, there is a club where you can learn and play football very inexpensively, so the greatest challenge - not just for the DFB, but also for organised football as a whole - will be to ensure that this remains the case in the future. In light of demographic changes and declining participation numbers in sport as a whole, it is all the more important that we support our sub-regional associations, their districts and, in particular, the clubs in organising mass participation in football. That's the level at which we reach people, that's where football can fulfil its potential in society and where we can ultimately also ensure a successful future for professional football.

Helmut Sandrock, born 1956, has been DFB General Secretary since March 2012, making him the DFB's highest ranking full-time employee.



FURTHER INFORMATION



+ LINK 02 on www.dfb.de/nb2013

Responsibilities of the DFB

Statutes and regulations

DFB and DFL Hospitality Handbooks

The DFB and its employees

An overview of the headquarters of Germany's largest sporting federation.

The DFB is headquartered in Frankfurt am Main. Its employees work at Hermann-Neuberger-Haus, which was originally built for the Organising Committee of the 1974 FIFA World Cup and has been extended several times since then. The DFB's management consists of the General Secretary and his six directors, who coordinate internally at a weekly *jour fixe*. All strategic decisions are made at Presidential Board meetings, which take place every two months. The DFB works closely with the regional and sub-regional associations in the form of regular conferences with their presidents.

The DFB's sustainability activities fall under the directorship of Willi Hink. His area of responsibility includes the Social Responsibility department established after the DFB Congress in Essen in 2010. Head of department Stefanie Schulte coordinates the sustainability activities carried out by the DFB headquarters and supports the work of the commissions and committees. These strong roots ensure that the DFB's sustainability work is regularly discussed by the DFB Presidential Board, Chairmanship and in the regular conferences held by the association presidents, and that new issues are introduced where necessary.



Hermann-Neuberger-Haus received an Ecoprofit Certificate in 2012. Measures such as the energy efficient renovation of the building mean we now consume fewer resources.

DFB Management



Helmut Sandrock
General Secretary



Stefan Hans
Director of Law -
Sports Jurisdiction
- Finance - Personnel - Administration



Ulf Schott
Director of Youth -
League and Team
Management - Coaching/International
Cooperation - Talent Promotion -
Education



Willi Hink
Director of Amateur
Football - Qualifications - Referees -
Social Responsibility



Steffi Jones
Director of Women's
and Girls' Football



Ralf Kötter
Director of Communications and Public
Relations

Central office employees

223

full-time employees



Daily life at the DFB

223 full-time employees work at the DFB. The proportion of trainees is 4.1 per cent and the staff turnover rate is 3.9 per cent. The DFB's employees are relatively young, with almost half of employees younger than 40. 39% of employees are women. Any changes to the workforce arise from colleagues who take parental leave, for example, but all those colleagues ultimately return to work thanks to a variety of flexible working models available within the Association. Luana Kinner, Head of Personnel, confirms this: "Up to now, we have always succeeded in aligning the wishes of our staff with the needs of our business, even if it means an employee taking on a new role when returning to work."

Since 2008, the DFB has been an approved training centre, training up to four school leavers a year in office administration. During their training, these trainees pass through almost every department of the DFB, enabling them to become familiar with the various aspects of football. In addition to their work within departments, our trainees also do their part for the environment. Each quarter, they distribute a digital newsletter to all DFB employees, containing useful tips for protecting the environment in their everyday work.

A group of employee representatives, consisting of between four and six members, is selected every two years to represent employees in relations with DFB management. They regularly hold meetings with the General Secretary, the director responsible for personnel issues and the Head of Personnel to discuss any operational decisions made by management that affect employees.

The DFB has a wide range of functions and requires a certain amount of commitment and flexibility from its employees in order to fulfil these functions. However, employees regularly benefit from the unique nature of their working environment. One such example was the staff party held in August 2013, when players from the Germany national team met employees and their families after a public training session.



Employees and their families meet players from the Germany national team.

Opportunities for employees

- Language courses in English and French
- Seminars on public speaking
- Seminars on conversational skills
- Agreement of individual training plans
- Weekly sports physiotherapy offered
- Back training offered
- Nutrition information events
- Anonymous life coaching from external experts during private or professional crises



Denni Strich
Marketing Director

DID YOU KNOW...



... that the DFB archive is a treasure trove of wonders? Trophies, pennants and other memorabilia from 100 years of DFB history are stored here, many of which will soon be on display in the German Football Museum.

WHAT HAPPENS NEXT



– The German Football Museum opens in Dortmund in 2015. The museum has already been awarded a Silver Certificate by the German Sustainable Building Council (DGNB).

FURTHER INFORMATION



+ LINK 03 on www.dfb.de/nb2013

History of the DFB
Structure of organised football
DFB Statutes and regulations

For us, football and sustainability means ...

Collaborating with our 14 business partners enables us to provide a high-quality football product and achieve sporting success. Reliability and responsibility are crucial when selecting our partners. When arranging collaborations with partners, we focus on long-term relationships that endure beyond sporting events. Here, our partners describe what sustainability and football mean to them.

DFB GENERAL SPONSOR



Mercedes-Benz

...being aware of our social responsibilities as a general sponsor of the Deutscher Fußball-Bund. As part of our partnership, we help to ensure sustainability in grass-roots sport, support youth development through initiatives such as the DFB Mobile and the Integration Prize developed jointly with the DFB in 2007 under the title "Football: Many Cultures, One Passion."

DFB PREMIUM PARTNERS



...using the power of sport together to demonstrate greater responsibility for people - to connect them, inspire them and open up new opportunities for them.



... that even organisations outside the business world are concerned about their impact on the environment and society, and are keen to take responsibility for these issues.



COMMERZBANK

... assuming corporate responsibility for society, staff, the environment and the economic climate, e.g. by promoting young talent, in the role of a competent partner.

DFB PARTNERS

Allianz 

...as the DFB's partner and insurer, supporting not just sport but the next generation, as football plays such a big role in society and teaches important values.

 Lufthansa

...a close partnership with the DFB. Sports that teach values such as fairness, team spirit and high performance have been part of our social commitment for a long time.


ich liebe es

...the inseparable link between sporting commitment and fair play, combined with respect for nature and the environment.

We have committed to the principle of sustainability together with our partners, and since 2011, both parties have pledged to act in accordance with these commitments in the preamble of each of our cooperation agreements. As a result, we approach any associated challenges together.

Within the terms of our partnerships, we work to enhance our common responses to relevant social issues. Our collaborations are currently focusing on the areas of integration, environment and the prevention of health risks, and are outlined in the following chapters of this report.

→ Would you like to learn more about the sustainability activities of our partners? Links to their webpages can be found in the Service section of Link 04 on www.dfb.de/nb2013.



Press conference with Joachim Löw, with the logos of our partners in the background.

DFB GENERAL SUPPLIERS / OUTFITTERS



...passion, responsibility and the future. With sportsmanlike ambition, creativity and team spirit, we are constantly working to implement sustainable business practices to enable us to fulfil our responsibility towards society and the environment. We are convinced that acting in the best interests of society is not just an ethical duty but also contributes towards lasting commercial success.



...an important tool, both inside and outside the company. Through our "Camp4us" platform, we provide initiatives such as attractive annual football summer camps for disadvantaged families.



...a perfect combination: football helps to build a sustainable, tolerant society. Sport also teaches us that fun and success can only be sustained within a team!



...getting our employees, customers and partners enthusiastic about diversity, health and mutual success.

PROJECT PARTNERS



...assuming responsibility for people and our environment. As a global family brand, we stand for respect, trust, responsibility - values associated with every football team.



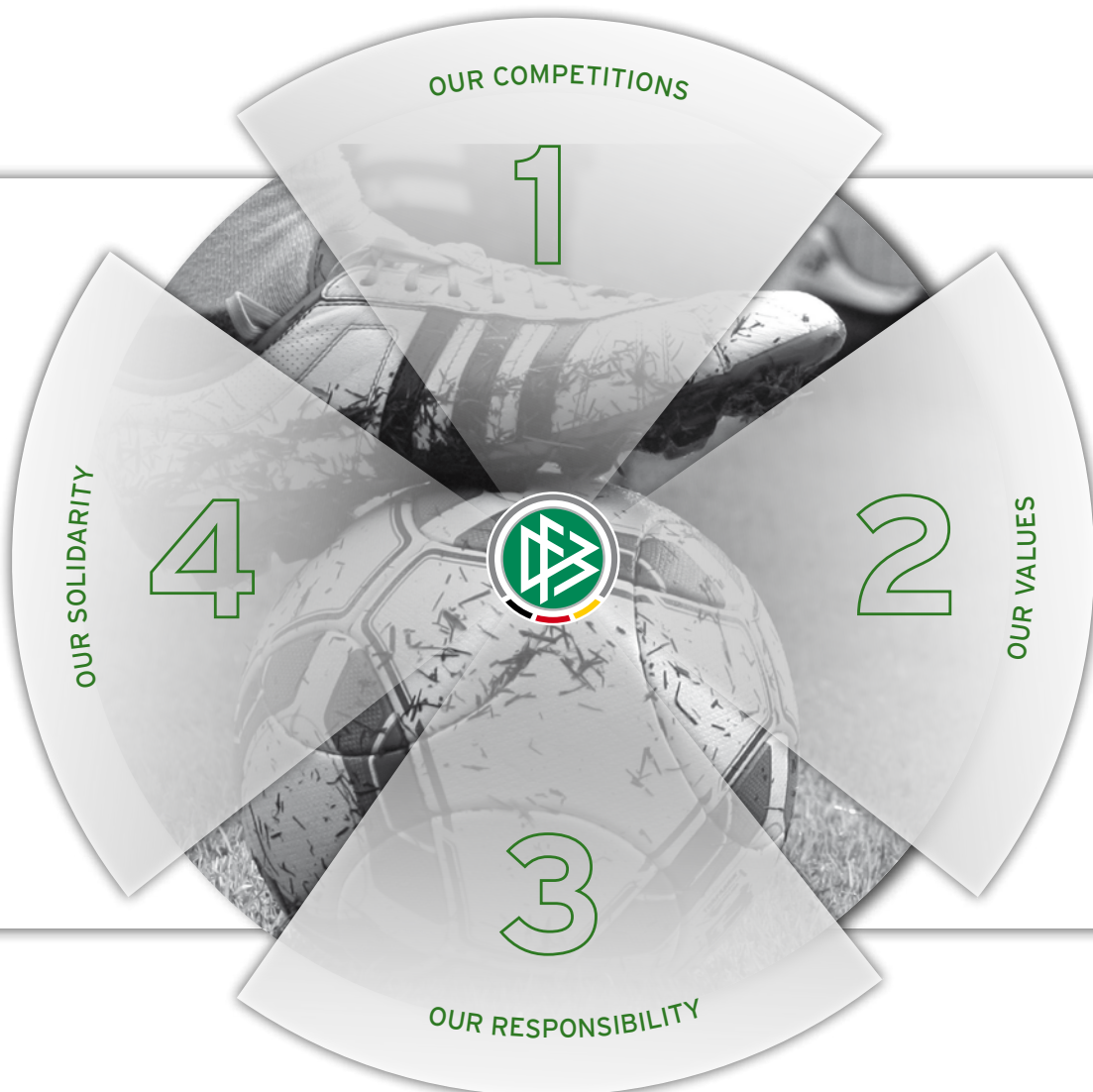
...the right combination of exercise and nutrition as part of our sustainability strategy, which is a basic prerequisite for good health.



...neutrality, expertise and stability. We share these qualities with the DFB's officials, which is why we have been proud partners of DFB referees for ten years.

The four areas of sustainable action

Organised football is sustainable, as this report should demonstrate, and this is based on four action areas defined in Section 4 of the DFB Statutes. Individual measures are presented for each of these areas in which football has an impact on society and addresses its responsibilities.





areas of sustainability

Organised football assumes responsibility for sustainability in a diverse variety of ways in each of the individual action areas. The four areas build upon one another and all follow the fundamental concept of sustainability. The first action area concerns the sustainable management of teams and matches. The second area concentrates on measures designed to instil values. The third action area consists of all activities within football that focus on socio-political issues, and the fourth area comprises all charitable and humanitarian activities.

Organised football in Germany engages in a range of activities so diverse that they cannot be fully reproduced here. Instead, this report focuses on measures implemented by the DFB, presented in terms of their significance for the regional and sub-regional football associations and thus for grassroots football. An example from each of the 21 sub-regional associations is also provided.

1

OUR COMPETITIONS

This area focuses on the sustainable organisation of the DFB's core business: the management and organisation of leagues and matches. These match operations extend from the national team players and Bundesliga professionals right down to the amateur leagues and recreational footballers. In addition to organising leagues and matches, other particularly important action areas include talent promotion, qualifications and support for volunteers.

2

OUR VALUES

The second area focuses on ensuring organised football in Germany fulfils its potential within society. The targeted promotion of Fair Play, integrity and integration reinforces the foundations of football while at the same time contributing to sustainable developments in society. Organised football also sets a clear example against discrimination and right-wing extremism.

3

OUR RESPONSIBILITY

Football can also provide targeted support for social issues and challenges as a result of its strong presence in everyday life. It focuses on the needs of people with disabilities, promotes environmental protection and uses the power of football for initiatives such as the rehabilitation of juvenile offenders.

4

OUR SOLIDARITY

Organised football seeks to fulfil its unique role within society by establishing foundations to carry out charitable activities and provide support during humanitarian crises. Egidius Braun's succinct observation that "Football is about more than just the score" still defines football's social commitment today. One example is "Mexico-Hilfe" (Mexico Aid), which has supported projects in Mexico since the 1986 World Cup.

Basis in the DFB Statutes

At the 40th ordinary DFB Congress in Essen in 2010, sustainable action in football's four action areas was firmly embedded within Section 4 of the DFB Statutes, which determines the purpose and function of the Association. This change to the Statutes underlined the special significance of social responsibility for all stakeholders in organised football.



IT ALL COMES DOWN TO THE GAME - OUR COMPETITIONS

High-quality football from grassroots to elite level ensures major and consistent sporting success. The world-class status of our national teams, league attendances or even the all-German Champions League final at Wembley in 2013 are all products of steady development at every level. Our duty to act sustainably comes from this identity and the unique role football plays in society.



1

AREA



The men's national team - Simply top class

It all began back when it simply stopped raining; when flags appeared everywhere and everyone celebrated together. Since that fairytale summer of 2006, Germany has been in the top 3 of every major international tournament. No other team has been more consistent. And the nation's enthusiasm for this team goes beyond their sporting success. For many Germans, the national side is a symbol of team spirit, youthfulness, integration and social skills. Setting an example is one of the DFB's greatest responsibilities, and one it must use constructively.



The German national team's position at World Cups and European Championships since 1954

■ World Cup ■ European Championship

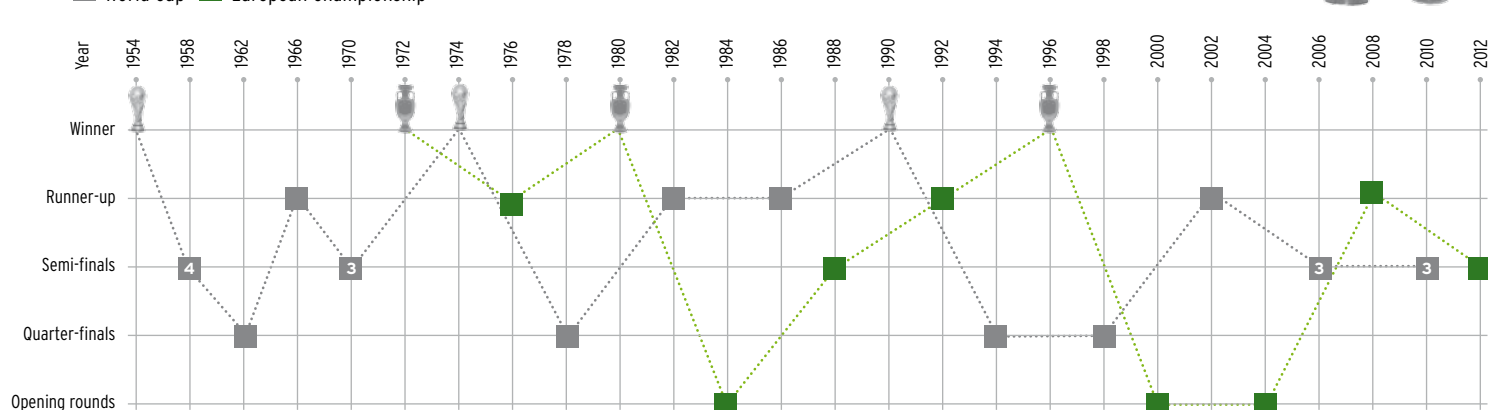
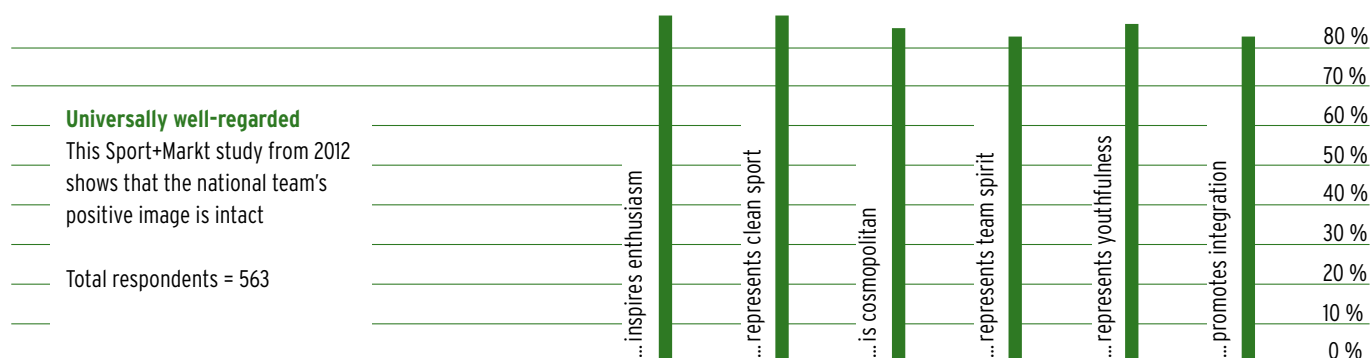


Image profile of the men's national team



Source: DFB football research, 07/2012



SUPERIOR SPORTING PERFORMANCE

Three-time World Cup winners, three-time European champions, and always guaranteed to create excitement: the national team put on an intoxicating display of football at the 2010 FIFA World Cup in South Africa, with a 4-1 win over England and a 4-0 victory over Argentina. Only Italy stopped Germany reaching the final of the 2012 UEFA European Championship. For more than 100 years, the team's objective has remained the same: to play world-class football and win titles. The success of the DFB's talent promotion is illustrated by a single statistic: The German national team were the youngest team at EURO 2012, with an average age of just 25.

ECONOMICALLY SUCCESSFUL

The sporting success and social reputation of the German national team have a significant impact on DFB revenues, particularly those generated by international matches, sponsorship and marketing. The value of the DFB brand is driven by the prominence of the national team. A successful national team also provides a sound financial footing for the DFB's long-term grassroots work.

SOCIALLY ACTIVE

Every two years, the national team plays a match unlike anything seen anywhere else in the world: the DFB international benefit match. 100 per cent of the proceeds from this international match, from ticket sales to TV and advertising revenues, go directly to the DFB foundations and the Bundesliga Foundation. Around 5 million euros is raised for social causes, a commitment unrivalled by any other football association world-wide.

Our national players are aware of their responsibilities even when they're off the pitch. Since 2007, TV channels ARD and ZDF have shown a spot concerning the DFB's social commitments instead of regular advertising just before the kick-off of every international match. The national team players take a starring role in these presentations, as their prominence and positive image give the DFB an opportunity to deliver important messages. The players are also socially active in their own right; for example, they donated one million euros to the "Kinderträume" (Children's Dreams) campaign in 2011. Others have set up their own foundations, such as the Manuel Neuer Kids Foundation or the Philipp Lahm Foundation. Through these initiatives, the national team shows their commitment and takes a clear position in support of integration, environmental protection and volunteering.

DID YOU KNOW ...



...that the National Team Fan Club has almost 50,000 members and provides loud, colourful and steadfast support to the team at every international match?

WHAT HAPPENS NEXT



→ The 2014 FIFA World Cup in Brazil, where Germany will aim to bring home the trophy

FURTHER INFORMATION



+ **LINK 05** on www.dfb.de/nb2013

Everything there is to know about the men's national team and the National Team Fan Club

The women's national team - unparalleled success

The engine of women's football, role models and standard bearers - all these labels can be applied to the DFB's women's national team. Their two World Cup titles and eight European Championships are testament to the steady development that has taken this team to the pinnacle of women's football. This success has an impact at grass-roots level too: in the last ten years, the number of women's football teams in Germany has grown from 6,499 to 13,111, with more women and girls playing football today than ever before.



Continuous development has proved to be a recipe for success in women's football. This year's UEFA Women's European Championship - Germany's eighth European title and their sixth in a row - marked a unique achievement in top-class sport. Germany's women won their latest title with a 1-0 win over Norway in the 2013 European Championship final, a match that attracted a television audience of 8.9 million people in Germany alone.

This run of successes is all the more impressive considering the ever-growing degree of parity in women's football. With an aver-

age age of 23.7, Germany were the youngest side at this year's European Championship finals - further proof of the success of the DFB's talent promotion, structured in the same way for boys and girls alike.

The fact that so many young players have quickly found their way into the national team can also be attributed to national team coach Silvia Neid's close collaboration with all youth national team coaches. The single footballing philosophy applied to the national setup at every age group makes it easier for players to succeed at each transition to the next level, as they

can simply slot themselves into the playing system without any problems.

Changes have also been made to the women's national team setup that should ensure long-term sporting success. The support team was expanded after Germany failed to meet expectations at the FIFA Women's World Cup 2011, enabling the players to receive improved individual support. In September 2011, a significant decision was made at governing body level to improve the development of the women's game, with Steffi Jones appointed as the new DFB Director of Women's and Girls' Football.



Women's national team:
2013 European champions



U-20 women's national team:
2012 World Cup runners-up
2010 World Cup winners



U-19 women's national team:
2011 European champions



U-17 girls' national team:
2012 European champions



OUT IN FORCE FOR GOOD CAUSES

The players of the women's national team are using their growing popularity to support good causes. In 2012, the women's national team and the German Cancer Society agreed a close collaboration, launching a new campaign under the motto: "Live well to

reduce your risk of cancer". A further cooperation agreement was reached with the German Red Cross in 2013, meaning that the players will also be highlighting the importance of qualified first aiders in sport.

PROMOTING WOMEN'S AND GIRLS' FOOTBALL

The second Women's and Girls' Football Congress was held in Mainz in 2010. Here, it became evident that the approach applied to women's and girls' football in Germany had become a model for other football associations to follow, eight years after the first Congress was held and after the launch of a promotional campaign for girls entitled "I play football - what about you?" UEFA and FIFA are tapping into this expertise and sending DFB representatives to help other football associations to develop their own programmes. Meanwhile, the DFB is continuing to develop its own work in this area. At the highest level, work is underway to optimise talent promotion and elite development using initia-

tives such as introducing the "Girls' Bundesliga B" for the country's top U-17 teams in the 2012/2013 season, whilst also promoting grassroots football. These efforts were supplemented by campaigns launched ahead of the 2011 Women's World Cup and activities such as "Women's Football Action Days", which took place in 80% of all districts making up the lowest tier in organised German football in 2012. The introduction of the DFB U-35 Women's Cup also acknowledged demographic developments. Over the years, the DFB's core objective has not changed: all women and girls with an interest in football should be able to find a club in their area that suits them.

FROM THE ASSOCIATIONS



THE THURINGIA FOOTBALL ASSOCIATION

promotes girls' football by holding an annual "Girls Soccer Day" especially for girls. In 2013, the event was held under the motto: "Girls think in colour" and their footballing success is empowering them off the pitch too.



»Women have developed independently and their football has value in its own right.«

Chancellor Dr Angela Merkel

DID YOU KNOW ...



... that when women's football began, matches were played in two halves of 30 minutes, studs were forbidden, size 4 footballs were used and games were only played in good weather?

WHAT HAPPENS NEXT



- Continuous sporting development
- Popularity of the women's national team to be used to further develop the Women's Bundesliga

FURTHER INFORMATION



+ LINK 06 on www.dfb.de/nb2013

Details of the women's national team
Information on all women's youth teams and the Women's Bundesliga
Girls' football - information and contacts

Women's World Cup - A celebration for everyone

The 2006 FIFA World Cup proved emphatically that a World Cup is more than just a football tournament. The event prompted investments in stadiums and transport infrastructure, a positive boost for the employment market and tourism industry, increased tax revenues and arguably the most important effect of all: a change in the way the world sees Germany. In 2011, the FIFA Women's World Cup took place and left its own mark.



The DFB and its Organising Committee had been planning for the FIFA Women's World Cup 2011 since January 2008. The tournament was a joint effort, developed and hosted by the Organising Committee, the DFB, regional and sub-regional football associations, World Cup host cities, state governments and the federal government.

By working together, all parties involved organised and managed an outstanding tournament in Germany, allowing fans, teams, guests of honour and the assembled media to experience another major tournament with sporting highlights and emotional highs and lows.

The tournament was staged to the highest possible standards. Firstly, a variety of PR activities and measures enabled a women's football tournament to become a financial success, making a net profit of 7.6 million euros. One million euros of this total was given to German sport as a solidarity contribution, of which 500,000 euros went to the German Olympic Sports Association, 150,000 euros to the German National Paralympic Committee and the Special Olympics, and 200,000 euros to the German Sports Aid Foundation.

Germany gave women's football a new platform, celebrated both by a new, family-focused fan base inside the stadiums and by those watching the many live matches broadcast on television. Once again, hosts Germany presented itself to teams and fans from across the world as a friendly, cosmopolitan nation during the tournament. The world's best women's footballers were warmly welcomed into the World Cup stadiums at specially-designed receptions, accompanied by enthusiastic, fair and peaceful fans.

17 MIO

people watched the Germany-Japan match on TV.

7.6 MIO

euros net profit generated

845,711

fans packed into the new World Cup stadiums

1 MIO

euros donated by the German national team for the 2011 "Kinderträume" (Children's Dreams) campaign

43,850

"likes" on the tournament's Facebook fan page

1 MIO

euros donated to German sport as a solidarity contribution



The campaigns developed for the FIFA Women's World Cup 2011 focused on ecological, socio-political and social issues to highlight the need for increased sustainability during the 2011 Women's World Cup.

GREEN GOAL 2011

An ambitious environmental campaign was developed in association with the German Institute of Applied Ecology, taking into account every environmental consideration such as energy, water, waste, mobility and catering. The campaign was made public around the stadiums using a wide range of communication methods.



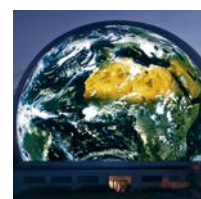
KINDERTRÄUME 2011

The 2011 Kinderträume (Children's Dreams) campaign provided financial and moral support to more than 200 social projects for the welfare of children and young people. To mark the tournament, the men's national football team donated one million euros to the campaign so that small local projects could receive support.



SPIELRÄUME 2011

The DFB Cultural Foundation supported the Spielräume ("Space to Play") programme by staging numerous art and culture events at World Cup venues. Many sport and culture clubs and organisations contributed their time, ideas and creativity to more than 100 events during the tournament.



VOLUNTEERS 2011

3,000 volunteers donated their time to the World Cup, with more than 40 young French people taking part thanks to the German-French Youth Association. A collaboration with the Special Olympics also enabled 30 people with intellectual disabilities to get involved, showing that inclusion is possible at major sporting events.



TEAM 2011

This school and club campaign contributed to the development of girls' and women's football. A total of 18,231 participants - 11,158 clubs and 7,073 schools - illustrated the huge response to the campaign. An official World Cup Festival was also held in schools on the 26 May 2011.



DID YOU KNOW ...



... that 248,951 users visited the DFB homepage on the opening day of the Women's World Cup - more than on any other single day previously?

WHAT HAPPENS NEXT



→ DFB is proposing Munich as a host city for EURO 2020

FURTHER INFORMATION



+ **LINK 07** on www.dfb.de/nb2013
Info on the FIFA Women's World Cup 2011
Sustainability at FIFA and UEFA

The Bundesliga - Committed to society

As an exciting competition with sold-out stadiums, a unique atmosphere on the terraces and fantastic football, the Bundesliga captivates millions of people in Germany and across the globe, week in, week out. It is a part of the German society. This prominent position in society brings with it a social responsibility, and one that professional footballers have already been fulfilling for many years.



Professional footballers currently promote more than 300 projects and countless individual initiatives each year, supporting around 800,000 people in Germany - almost one per cent of the population. A 2013 study by consultancy firm actori, in collaboration with the Bundesliga Foundation, found that more than 20 million euros have been contributed to these causes.

Without exception, every Bundesliga and Bundesliga 2 club is voluntarily involved with social causes, giving the issue a particular prominence. Many have enshrined their social engagement in their club setup or have even established their own foundations, and invest a combined 15 million euros each year. Added to this is the Bundesliga Foundation and charitable work done by current and former Bundesliga professionals. The clubs focus on social causes in their home region, working for people in need locally with a par-

ticular emphasis on supporting children and young people. Estimates suggest that the initiatives of the 36 professional football clubs alone reach three per cent of children aged 12 and under. Pressing social issues such as personal development and teaching values, violence prevention and anti-discrimination, integration of socially disadvantaged persons and migrants or the creation of educational and vocational opportunities feature strongly on the clubs' list of priorities.

10.8 MIO

euros donated by the Bundesliga and DFB for fan projects and outreach in 2013/2014

41,914

average attendance at Bundesliga matches

150 %

greater resonance with fans compared to 25 years ago

50

environmental projects being run by Bundesliga clubs



Professional football invests more than 20 million euros in voluntary social projects each year.

Bundesliga facts

■ The Bundesliga and Bundesliga 2 offer combined standing room for 387,430 fans. Terracing is a key part of German football culture

■ Bundesliga clubs operate roughly 50 environmental projects, whilst clubs in the Bundesliga 2 are running a further 27. At least 5.3 million kilowatt hours of power are conserved by these projects each year, thanks to measures such as solar panels on stadiums

■ Measured by match attendances, the Bundesliga is the biggest football league in the world. An average of 41,914 fans attend each Bundesliga match, whilst the average season attendance for professional football in Germany as a whole has risen from 7.5 million to 18.8 million.

■ Attending a football match in Germany remains affordable compared to the other major European leagues; it is usually possible to attend a Bundesliga match for less than 10 euros - barely more than the cost of a cinema ticket. The average seated ticket in the 2012/2013 season was 27 euros, which usually includes the use of public transportation to travel to the game.

■ The League and DFB are contributing 10.8 million euros for fan outreach and projects in the current 2013/14 season. At the same time, all clubs are obliged to appoint full-time fan representatives and security officers.



BUNDESLIGA

DID YOU KNOW ...



... that 20 professional clubs in Germany have appointed staff to focus on social issues?

WHAT HAPPENS NEXT



~ 33 of the 36 professional clubs are planning to expand their voluntary social commitment over the next three years

FURTHER INFORMATION



+ **LINK 08** on www.dfb.de/nb2013

Information on the Bundesliga and the Bundesliga Foundation
www.bundesliga.de
www.bundesliga-stiftung.de

Top-flight football with a sense of perspective

The organisation of league and cup competitions for men and women in Germany has been continually developed and professionalised in recent years, with the stated objective of creating fairer, more exciting and open competitions. In order to achieve this, a number of essential prerequisites must be in place in addition to talented players and well-qualified coaches: top-class referees, competent jurisdiction of the sport and effective security management, but also affordable ticket prices and modern hospitality offerings.



In addition to the Bundesliga and Bundesliga 2, the range of competition services is continually being expanded and improved. By establishing the Third League, the DFB created a high-quality league below the Bundesliga 2, offering improved opportunities for talented players to develop their skills. The promotion of several teams from the Third League into the Bundesliga demonstrates that there are no barriers in German football. At the same time, the framework of the Third League facilitates professional football despite a difficult period of adjustment for clubs relegated from the Bundesliga 2. Continuity, after all, is key to success.

The same applies to the development of women's football, where quality in the Women's Bundesliga and Women's Bundesliga 2 has steadily improved, making the competition more attractive each season.

Bundesliga and international games also serve as social events. In the Hospitality Guidelines presented in 2011, the DFB and DFL made two important contributions: to provide legal certainty when inviting guests to football matches, and to protect an important source of financing for clubs.

It is an issue that is frequently overlooked, but it would not be possible to stage top-level football matches without high-quality, well-trained referees. DFB referees are respected worldwide for their professionalism. This professionalism is the result of continuous, quality-oriented professional development. The final element of top-class football in Germany is the DFB's sport jurisdiction, which is accepted by players and clubs alike and handles sporting offences quickly and competently. The DFB, DFL and clubs also work to tackle match manipulation and doping and are committed to diversity and respect in football to ensure fair and open competition.

On 1 June 2013, Bayern Munich won the DFB Cup final to round off their triple-winning season, just a week after lifting the UEFA Champions League trophy.



Unmatched in Cup history: Much like in the men's competitions, the 2013 Women's DFB Cup winners, Wolfsburg, ended the season as treble winners.

BERLIN, BERLIN: THE DFB CUP

Since 1935, amateur clubs have been squaring up against the professionals in the DFB Cup, year after year, round after round and match after match. 36 Bundesliga and Bundesliga 2 clubs qualify for the first main round of the competition, alongside 28 teams from the lower divisions. The proportion of revenues generated by marketing has steadily grown over

recent years, giving each team more than 100,000 euros in fixed revenues from appearing in the first round. This fact alone explains why the Cup is a good opportunity for smaller clubs to significantly strengthen their balance sheets. Whilst the men strive for a place in the final in Berlin, the women's cup final has been held in Cologne since 2010.

THE THIRD LEAGUE: MORE THAN JUST TRADITION

The single-division Third League acts as an important link between amateur and professional football. As a result, it provides additional opportunities for clubs from all regions to play professional football outside the Bundesliga and Bundesliga 2.

Third League clubs ensure the further consolidation of the talent promotion network in Germany. The Third League plays an important interface role, not just in sporting terms but also financially, structurally and organisationally.

STEADY DEVELOPMENT IN THE WOMEN'S BUNDESLIGA

Women's football is one of the fastest growing sports in Germany. After rapid developments in the run-up to the FIFA Women's World Cup 2011, the Women's Bundesliga has established itself on a solid footing. The budget for Bundesliga clubs

has doubled between 2006 and 2013, and stadium infrastructure has visibly improved. In addition, the establishment of the Girls' Bundesliga B in the 2012/2013 season has further strengthened the foundations for an attractive league.

HOSPITALITY GUIDELINES CREATES LEGAL CERTAINTY

Clear, comprehensible hospitality management rules are crucial for clubs, sponsors and invited guests alike. By publishing the Hospitality Guidelines in September 2011, the DFB and DFL not only created legal certainty but also the requirement for affordable tickets in Germany. The marketing

of VIP boxes and corporate seats is an important source of financing for professional clubs. Hospitality revenues also significantly help to ensure that the Bundesliga can continue to offer the cheapest ticket process compared to other major European leagues.

DID YOU KNOW ...



... that the average seated ticket in the Bundesliga for the 2012/2013 season cost 27 euros?

WHAT HAPPENS NEXT



– Top matches from the Women's Bundesliga to be broadcast live on Eurosport from the 2013/2014 season

FURTHER INFORMATION



+ **LINK 09** on www.dfb.de/nb2013

Information on the DFB Cup, Third League and Women's Bundesliga, DFL and DFB guidelines for handling hospitality packages



Manuel Neuer. Taking things one step at a time.

Since I was very small, football has been the biggest thing in my life. When I was five or six, kicking a ball was all I could think about: no matter where I went, my ball always had to come with me, whether it was a Sunday morning walk with my parents, break time at school – even when we went skiing. My Dad used to kick a ball around with me in deep snow. It sounds mad, but as a little lad it was totally normal for me.

By the time I reached year nine at school, football had become more than a hobby for me. This was made easier by the fact that I grew up in Gelsenkirchen, where there are football fields everywhere, so it's easy to spend all day out on a football pitch. The Ruhr region is crazy about football; it's really the heartland of the sport in Germany. For example, if I had grown up in Freiburg instead, then who knows; I probably would have ended up being a winegrower. In such a small village, for every ten kids, there were usually three who were a bit less active and more shy, two more who didn't like sport and two more who weren't so good at it. So there were usually one or two other kids who could kick a ball around with me. I was lucky to have it much different while growing up.

When I was 14 or 15, I moved from the local secondary school to the Berger Feld comprehensive school, which was an elite footballing school. From that moment on, my typical day was more exhausting than most jobs. I hardly saw my family anymore because of the strict timetable. I had to get up at seven each morning and got home at half past nine in the evening. The day began with a bus journey to school, then there were two periods of lessons. In the third and fourth periods we had football training with Manfred Dubskei or Norbert Eigert, who were the A and B team youth coaches at Schalke. After lunch, we had more lessons until the ninth period, which ended at 3:40 in the afternoon. There was a short session for doing homework under supervision, and then at 4:40 I was back in goalkeeper training. Finally there was team training with the B team until quarter past seven. You had to be so good at managing your time to get a shower and get the bus to finally arrive home at about half past nine. That was the schedule four days a week, which made it hard to meet up with friends, but I always had time to relax and switch off on Saturdays.



Manuel Neuer talks about growing up as a goal keeper.

Every young, talented footballer in Germany has to deal with this kind of stress. They have to cope with the challenges of school or an apprenticeship whilst giving their all to their sport at the same time, because it's always important to have good grades if things don't work out in football. For that reason, I feel very lucky to have gone to one of 29 elite schools in Germany as it was such a big help, and each elite school also works closely with one or more clubs. Nevertheless, I never thought back then that I would be a professional footballer one day. I always took everything one step at a time. Only when I got to the A youth team did I realise that I might have what it takes. Lots of kids set themselves the target of becoming professionals and becoming number one. I never thought about that.

Football is very vibrant in the Ruhr region, but there are less pleasant sides to the area, too. Every fourth child in this region of Germany is affected by poverty. Kids like that aren't thinking about elite schools. To be brutally honest, they're thinking about existing, about surviving. It's only now when I look back that I realise some of my classmates were in that category. They couldn't come with us on class trips or buy the books they needed. It was always the same kids who asked if they could have half of my snack at break time. I'm doing very well as a professional footballer and I've benefited a lot from the education I received in the Gelsenkirchen area. For this reason, I decided years ago that I wanted to give something back and establish my own foundation, the Manuel Neuer Kids Foundation. We want to help kids living in desperate social situations. I love doing it and give 100 per cent to it, just like I did in my training sessions back when I was a kid.

Guiding talent into the limelight

WORLD CLASS PROMOTION

SENIOR NATIONAL TEAMS

International club competitions
Bundesliga 2, Third League, Women's Bundesliga

ELITE TALENT PROMOTION

YOUTH NATIONAL TEAMS

U-15, U-16, U-17, U-18, U-19, U-20, U-21, U-22, U-23

TALENT PROMOTION - LEVEL 2

CENTRES OF EXCELLENCE
ELITE FOOTBALLING SCHOOLS
SUB-REGIONAL FA TALENT PROMOTION

TALENT PROMOTION - LEVEL 1

TALENT PROMOTION PROGRAMME
SUB-REGIONAL FA TALENT PROMOTION

CHILDREN'S FOOTBALL

CLUBS SCHOOLS

The talent promotion system in Germany is unique in the world of football. The collaboration between the clubs, football associations and national teams creates a foundation for sporting success at international competitions and promotes comprehensive development for young players.

Talented German youngsters can follow one of a number of educational paths en route to becoming top-class footballers. The close-knit talent-promotion system at a club and district level means almost every talented young player can be unearthed, irrespective of the region in which they grew up, and this enables the most promising players to be individually supported. One key element of talent promotion is quality assurance, and this is carried out in several ways, including reg-

ular training for coaches at the training centres and centres of excellence. The certification of centres of excellence and elite footballing schools is another important step in ensuring high standards of education for organised football in Germany, as it means that, at every level, each promising young player receives age-appropriate support to develop their football skills and complete their school education. It is vital that players receive support in both these areas, as only a few

players ultimately succeed in pursuing a career as a professional footballer at the top level. Increased emphasis will also be placed on opening up new perspectives for promising youngsters in future. Part of the holistic approach employed by the talent promotion programme includes information events on health risks or for preventing doping and match manipulation. The values associated with Fair Play are crucial to the personal development of young talent.

Individual career paths

Manuel Neuer entered the Schalke 04 centre of excellence at an early age.



Melanie Leupolz joined SC Freiburg and an elite sports school at 16, after attending a DFB training centre with boys until the age of 15.



Marco Reus moved from the BVB centre of excellence to Rot Weiss Ahlen at the age of 16 before moving to Bundesliga club Borussia Mönchengladbach.



■ The comprehensive talent promotion system introduced in 2002 begins in both clubs and schools, offering talented youngsters a number of individual routes for advancement.

■ The first level of talent promotion is made up of 366 DFB training centres offering a comprehensive network of intensive scouting and support for young male and female players in cooperation with sub-regional football associations. Coaches at the DFB's training centres ensure the players receive an additional weekly training session.

■ 52 club centres of excellence - mandatory for licensed clubs - have the central task of providing the best possible support for young players from a professional perspective. A highly professional environment with a certification system is key to preparing promising young players to meet the standards required of them in professional football.

■ The 30 elite footballing schools (including four elite schools purely for women and girls) across Germany form a network of holistic education and support for talented young footballers. Therefore, each elite school is half school, half centre of excellence.



FROM THE ASSOCIATIONS



THE SAARLAND FOOTBALL ASSOCIATION is an outstanding example of how the DFB talent promotion programme can be adjusted to fit local circumstances. The close interconnection of districts, clubs and schools, allied with policy and sport science, enables the most promising young players to be effectively scouted and developed. Several current Bundesliga players and a current European champion, Dzsener Marozsan, were supported through this system.

2013 TALENT PROMOTION FACTS

- Since 2002, 60,000 boys and girls have been supported by the DFB's training centres
- In 2013, 13,800 players at 366 training centres were supported by almost 1,000 coaches
- Since 2002, more than 7,000 talented young players have graduated from the training centres to centres of excellence
- 8,000 promising young players are educated at the 52 centres of excellence with the help of 300 full-time and 400 part-time coaches
- In 2013, there were 30 certified collaborations between elite schools and centres of excellence developing the football skills of 2,000 young people, including 200 girls.

DID YOU KNOW ...



... that the first all-German Champions League final in 2013 featured 16 players trained and educated in Germany?

WHAT HAPPENS NEXT



- 300 more freelance coaches at DFB training centres from 2014 onwards
- Support for the development of centres of excellence for clubs below the licensed leagues

FURTHER INFORMATION



+ LINK 10 on www.dfb.de/nb2013
Information on talent promotion

Amateur football - A United Future

Across the globe, the German national team is respected, the Bundesliga is celebrated, and the German amateur football is unrivalled. The DFB coordinates the activities of more than 6.8 million members in approximately 25,500 clubs. In order to provide a foundation for the future, the DFB is stepping up its communications, football development and club services. "We want to be a partner and service provider for the clubs," said DFB General Secretary Helmut Sandrock.



Hardly nowhere in the world is football as much a part of life as in Germany, and nowhere are the foundations of the sport as strong. "The national team could not have achieved all it has done without the broad foundation provided by amateur football," stresses DFB President Wolfgang Niersbach.

Around 1.8 million football matches are played each season in Germany. That equates to almost 5,000 matches a day, officiated by 76,019 registered referees. 1.7 million volunteers in football clubs across the country invest 120 million hours in the sport each year. According to a report into sports development, this contributes 1.8 billion euros to the economy.

Of course, there are areas of concern, too: fewer spectators or benefactors; fewer people involved with local clubs; fewer people to help at events, tournaments or at clubhouses. There are fewer members prepared to undertake regular volunteer work, and all this in a society that is gradually aging.

"Do we want to take action or sit back?" was DFB Vice President Hermann Korfmacher's question at the 2012 Amateur Football Congress in Kassel. The answer was unanimous: the DFB, sub-regional football associations and clubs want to take action and stand up for football's grassroots together in order to tackle future challenges head on.

Those present at the Amateur Football Congress sent out a clear message: to have a dialogue rather than a monologue. Representatives from associations, districts and clubs, all gathered around one table to collaborate constructively across all levels of football, from the governing body right down to the grassroots. "This Congress was intended to provide momentum," said Niersbach, "and it has achieved much more than that."

The Congress produced the "Strategy for the Future of Amateur Football" that is already being implemented, forming the basis for continuous, long-term development to ensure the future of amateur football.

Stronger amateur football

1.8 MIO

football matches in
Germany each season



1.7 MIO

volunteers involved with
German football



2.23 MIO

children and young people
involved with the DFB



25,456

clubs with 165,229 teams



STRATEGY FOR THE FUTURE OF AMATEUR FOOTBALL

The "Strategy for the Future of Amateur Football" comprises three core elements:

- Master Plan: focuses on specific areas (see below) in cooperation with the regional and sub-regional football associations. Common goals have been agreed and implemented for 2014 to 2016. The Master Plan was officially launched at the 2013 DFB Congress.
- An image campaign was launched at the 2013 DFB Congress and will run for three years.
- The identity of amateur football was established after the 2012 Amateur Football Congress. It serves as a guide for future decisions concerning amateur football (see the next page for details).

»We want to take action and not sit back, hence the Strategy for the Future of Amateur Football.«

Hermann Korfmacher,
1st DFB Vice President, Amateur Football

FROM THE ASSOCIATIONS



THE BAVARIAN FOOTBALL ASSOCIATION (BFV)

is a forerunner in adjusting to demographic change. To enable as many football clubs as possible to survive across the Bavaria region, the BFV has been running the "Pro Amateur Football" campaign since 2011 to safeguard the future of amateur football. The campaign focuses on attracting and retaining players and referees, providing volunteers with qualifications and improve the image of amateur football.



MASTERPLAN

A joint plan of action for those responsible for amateur football was agreed at the 2013 DFB Congress, with three focus points:

COMMUNICATION

- Amateur football image campaign
- FUSSBALL.de
- Communication with clubs

DEVELOPMENT

- Increased flexibility for match operations
- New football offerings
- Fair Play / safety

CLUB SERVICES

- Football practice
- Football management
- DFB.net

DID YOU KNOW ...



... that almost 70 clubs were directly involved in developing members of the current national team, and that 50 per cent of Germans aged 16 or over have attended an amateur football match?

WHAT HAPPENS NEXT



→ Approval of Master Plan at 2013 DFB Congress. Objectives to be individually agreed with each sub-regional football association (between October 2013 and February 2014), then implemented (2014-2016)

FURTHER INFORMATION



+ **LINK 11** on www.dfb.de/nb2013

Amateur football pages
DFB Amateur Football Campaign
2012 Amateur Football Congress

OUR IDENTITY

FOOTBALL IS OUR BIGGEST
PASSION.

WE WANT TO WIN - BUT ALWAYS
FAIRLY AND RESPECTFULLY.

WE EMBRACE DIVERSITY,
ON AND OFF THE PITCH.

WE ARE A STRONG TEAM,
ALWAYS AND EVERYWHERE.

WE ONLY DISCRIMINATE
ACCORDING TO ABILITY.

WE ARE ALL OVER
GERMANY.

MY TEAM. MY CLUB.
MY COMMUNITY.

WE PLAY TOGETHER.
TOGETHER WE ARE ONE HUGE TEAM.

FOR US, FOOTBALL IS
PERSONAL.

FOOTBALL MAKES US
STRONG.

FOOTBALL IS
TEAM SPIRIT IN ACTION.

FOOTBALL MEANS
BEING PART OF SOMETHING.



Our amateurs – true professionals

One of the most important issues to emerge from the 2012 Amateur Football Congress was the need for a common identity for amateur football in Germany. This issue has now been addressed. The identity developed by the DFB, football associations and clubs is intended to ensure greater clarity and improved guidance opportunities at grassroots level.



The amateur game:
passionate play

A “vague” picture and a “nebulous” perception. At the 2012 Amateur Football Congress, Prof. Dr. Dr. h. c. Josef Hackforth, a renowned media expert from the Technical University of Munich, chose these critical, thought-provoking words to describe the image of amateur football in Germany and the public’s perception of that image. The message hit home, with several clear missions emerging from those few days in Kassel. One of the most important was to create a common identity for amateur football, from Schleswig-Holstein to Bavaria, from Saarland to Saxony-Anhalt. One clear, distinct and unambiguous profile had to be developed. “We have realised that the amateur football brand in this country needs to be more clearly defined,” explained Hermann Korfmacher, 1st DFB Vice-President for Amateur Football.

Ahead of the 2013 DFB Congress in Nuremberg, we can confidently say: mission accomplished. Representatives of the DFB, regional and sub-regional football associations, district leagues, grassroots districts and clubs have been engaged in multi-level dialogue to develop and formulate a common identity for amateur football. This identity is intended to provide guidance at every level. It is integrated into the amateur football image campaign and acts as a fundamental pillar for issues such as sustainability and social responsibility.

Just one look at this identity makes it clear that amateur football is far more than just sporting competition. It is more than goals, points and leagues; more than a desire for success. First and foremost, amateur football is an integral part of society. It represents passion, diversity, community, belonging, member-

ship, identity, enthusiasm, idealism and a collective team spirit. Amateur football is thriving, with 25,456 clubs and 165,229 teams across Germany. And, with fairness and respect at its core, it allows others to thrive and teaches people how to deal with defeat.

What is remarkable is that, when this identity was being developed, there was no need to define or call to mind amateur football’s social values, as they were a natural part of the development process from the start, firmly rooted in the consciousness of all those involved. This made it clear just how seriously socially responsible thinking and action is taken in grassroots football.

Amateur football primarily is and remains a matter of the heart, both on and off the pitch. Players, coaches, chairmen, treasurers and youth leaders all dedicate countless hours of their lives to football, millions of them voluntarily and free of financial interests. It is the high level of commitment shown by these people, matched only by the high quality they bring to the sport, that makes our amateurs true professionals.

Playmakers behind the scenes



For the individual, volunteering means passion, competence and responsibility. For sport, volunteering is a significant part of club culture and a major economic resource. For the DFB, the promotion, support and qualification of volunteers plays a key role in the development of football clubs, but this also means promoting voluntary involvement in society as a whole.

In 2012, 1.7 million volunteers played an active part in football. Estimates suggest that these activities made a contribution to the German economy of around 1.8 million euros. However, voluntary involvement in sport is declining, particularly in management and leadership roles. This trend is clearly illustrated by the volunteer sur-

veys that have been conducted by the German federal government every year since 1999. The DFB reacted to this development by making club volunteering a focus of the 2012 Amateur Football Congress.

The DFB's central building blocks for promoting involvement are: attracting vol-

unteers, providing qualifications and engendering loyalty. In order to achieve these aims, the DFB acts as an advisor, service provider and stakeholder for clubs and football associations. Existing measures for promoting involvement were expanded to form important building blocks during the period covered by this report. These measures include the new short courses developed to enable clubs to do more to attract new volunteers. The DFB seeks to retain volunteers by creating a "culture of recognition", and the DFB Volunteers' Award, awarded by the 21 regional and 289 district volunteer representatives, is central to that aim. In association with the DFL, the DFB also communicates its "Thank You to Our Volunteers" in many stadiums.

OUR DUTY IS A PRIVILEGE

In the DFB's "Our duty is a privilege" TV spot, broadcast on television ahead of each of Germany's international matches, three national players illustrate the importance of voluntary work in football. Julian Draxler runs the lines, Marc-André ter Stegen hangs up goal nets and André Schürrle grills sausages - or rather, they try. The match can only begin after they have received help from volunteers.

VOLUNTEERS

Studies have proven that volunteers are more likely to get involved in temporary volunteering opportunities, explaining the high numbers of applicants for the volunteer programmes at the 2006 FIFA World Cup and 2011 FIFA Women's World Cup in Germany. For example, at the 2011 World Cup, more than 12,000 applications were received for 3,000 volunteer posts. Based on these experiences, a holistic volunteer management approach was developed that has since been implemented for international matches and in the Bundesliga.



FROM THE ASSOCIATIONS



THE SOUTH-WEST GERMAN FOOTBALL ASSOCIATION has a continuing dialogue with its clubs under the slogan "Moving People", setting a different focus each year. 2013 is "Year of the Referee", with representatives from football associations and clubs gathering at events held in every district to discuss the relationship between referees, clubs, coaches and players.

FROM THE ASSOCIATIONS



THE LOWER SAXONY FOOTBALL ASSOCIATION (NFV) developed a special promotion tool for young volunteers with the U-23 Volunteers' Award. The award encourages ambitious young people to become active in football clubs as youth coaches, administrative and support staff or on the club board. The President of the NFV usually presents the award to its recipient.

»All national players start out as kids in clubs run by volunteers. We should never forget these 'behind-the-scenes playmakers'.«

Joachim Löw, national team coach

DID YOU KNOW ...



... that a voluntary board member at a football club dedicates an average of 23 hours a month to this role?

WHAT HAPPENS NEXT



- Promote "key voluntary positions" in clubs
- Offer training and advice to volunteers
- Enhance image of volunteering and promote a culture of recognition

FURTHER INFORMATION



+ LINK 12 on www.dfb.de/nb2013
Information and training materials
Volunteering campaign
Volunteer representative contact details

Training campaign – football educates



More than two million children and young people play football for a club. They enjoy the game, pursue sporting targets and feel at home as part of the wider football family, guided by many youth coaches who become parental figures to the players. Providing our volunteers with qualifications is an important task for the DFB.

The DFB and regional football associations are among the largest training providers in Germany, with over 100,000 course participants annually. The DFB has declared its intention to provide qualification opportunities at the highest level for all fields of activity within football, in order to provide personalised initial, continuing and further education for the majority of voluntary club and football association staff whilst at the same time ensuring ongoing sporting success in the DFB's core business. This training offering comprises sporting and personal education for children and young people, as well as for coaches and club employees,

that they can use beyond football in school and their everyday lives. Different formats are available for all target groups as required. The diverse array of qualifications on offer ranges from half-day events on club premises all the way to central training courses held at sport schools over several weeks. To ensure that all those interested have access to professional training resources, qualifications are available across Germany. Overall, more than 84,000 coaches and club staff currently hold a valid DFB licence. This is only possible because the training on offer is continually being advertised, promoted and refined.

52

schools began the DFB Junior Coach project in the 2013/14 school year

27,000

participants took part in 1,400 short courses in 2012

1.6 MIO

people visited the "Training Online" website in April 2013

750,000

people have come into contact with the DFB Mobile since the project began in 2009



THE DFB MOBILE - ON-SITE TRAINING IN CLUBS AND SCHOOLS

The DFB Mobiles pursue a common objective in clubs and primary schools: to give some initial practical tips and instil a "Passion for More" among coaches and teachers. The success story of the DFB Mobiles encompasses more than 15,000 events with around 100,000 coaches. The 30 vehicles have been regularly out on the road since the project began in 2009, reaching thousands of people and putting them on the road to success. The 300 members of the DFB Mobile team make a vital contribution to the success of the project, offering qualifications across Germany. In addition to the renowned "initial visits", "second club visits" and "primarily school visits" have been possible since June 2012.

SHORT COURSES AND GRASSROOTS FOOTBALL C COACHING

The DFB's short courses remain a success story and are extremely popular at club level. In the last three years, coaches and club staff have been able to choose from 14 different short course topics aimed at different target groups (technical football knowledge or sports administration), with more than 27,000 people participating in courses every year. At the same time, the sub-regional football associations have been enrolling a considerable number of people in the Grassroots Football C Coaching course. As a result, more than 13,500 coaches across Germany have received their coaching licences in the past three years after 120 learning units of comprehensive training. Participant numbers are rising in both areas.

TRAINING AND KNOWLEDGE ONLINE AND ONLINE SEMINARS

Based on the major success of "Training and Knowledge Online", the qualifications and advice offered through dfb.de have subsequently been developed further. Via its new "DFB Club Advice Online" portal (launched on 25 January 2013), the DFB offers a variety of online seminars for both coaches and club management volunteers. DFB coaches, finance and tax experts provide practical tips and provide clear educational content. More than 150,000 users benefit from this high-quality, free online offering each month, enabling them to obtain information and advice quickly and easily.

FROM THE ASSOCIATIONS



THE MIDDLE RHINE FOOTBALL ASSOCIATION, with its training for young managers based on the DFB's club assistant training, offers tailored support for talented young people. The training specifically covers organisational, speaking and technical sporting skills.

DFB JUNIOR COACH

The DFB Junior Coach project began in the 2013/14 academic year. Under the scheme, more than 20,000 students aged 15 and older will be trained as DFB Junior Coaches at their schools in the next four years. They will also receive a certificate equivalent to an entry-level module for the Grassroots Football C Coaching licence. This nationwide project gives young people the opportunity to assume responsibility within society at an early age and work independently within football as a teacher or club coach after finishing school. The basic concept of this qualification has already been successfully implemented by the Lower Saxony Football Association since 2012.

DID YOU KNOW ...



... that there are 33,000 valid Grassroots Football C licences across Germany, with around 4,500 new licences awarded each year?

WHAT HAPPENS NEXT



→ Further e-learning courses will expand personal educational opportunities from 2014 as the DFB seeks to make the most of this new media.

FURTHER INFORMATION



+ **LINK 13** on www.dfb.de/nb2013
Training and Knowledge Online
Football qualification pyramid

Working together for a safe football experience

The atmosphere in German football stadiums is unique, characterised by stands full of spectators, original fan chants and choreographed displays. Terraces, family sections, comfortable seats and VIP boxes guarantee that every kind of visitor can feel at home. However, there are minority groups that tarnish this picture. Violent confrontations between fans or the dangerous lighting of fireworks are just two of the challenges faced by organised football. These challenges are tackled with the involvement of all network partners using a variety of approaches.



The foundation for a positive football experience is ensuring that the fans and players feel safe. Event security in and around the stadium is essential for making football a joyful and enthralling experience, whether at the national team's matches or for clubs playing in national and international competitions.

As a result, preventative measures are of paramount importance. To ensure an atmospheric and safe environment at matches, the DFB - together with the DFL and the regional and sub-regional football associations - has developed a variety of measures for all leagues in recent years that are being implemented across Germany in association with network partners such as the police, fans, public safety agencies and judiciary.

The security requirements defined by the DFB form the basis for staging football matches safely, particularly when it comes

to the 50-plus top German clubs in the nationwide leagues. These requirements are constantly being refined in conjunction with our network partners in the public sector, club representatives and fans. The working basis for those responsible for staging football matches is the National Sport and Security Concept (NKSS), initially adopted in 1992 and updated for the first time in 2012 to take new developments and phenomena into account.

In recent years, direct dialogue with fans has been at the heart of the DFB's preventative efforts. Fan representatives from the clubs and socio-educational fan projects co-financed by the DFB and DFL (who will now provide 50% of financing instead of 33%) make a significant contribution to football and society in general. Overall, the DFB and DFL invest several million euros in security and preventative measures each year.

PREVENTION IN PROFESSIONAL FOOTBALL

Stadium security

Preventative measures such as ...

- qualifying and certifying the safety and security services
- preparing a handbook for stadium and pitch announcers
- improving communication between the various parties involved, particularly between the security and fan representatives and the event manager at each club
- operating various DFB online platforms for the exchange of matchday information, including a training platform for safety service providers

■ regular meetings for exchanging experiences with security and fan representatives from clubs, regional and sub-regional football associations as well as event and safety service providers

... all contribute towards ensuring a safe football experience. In 2012, safety service providers for all international matches were invited to attend a DFB training session for the first time, a measure that will be repeated in future as a result of positive feedback. Jointly recommended security



guidelines and concepts have been developed for the regional and sub-regional football associations for match operations from the fourth division downwards, in order to tackle existing security issues in the amateur leagues too.

Youth social work for football fans

The 52 fan projects nationwide are an important element of local youth welfare work, primarily through their socio-educational efforts to tackle violence and discrimination. Football collaborates with states and local communities across Germany, with almost 13 million euros invested in pre-

ventative fan outreach work each year, of which the DFB and DFL pay 5.7 million euros. The dialogue between the fan projects and the DFB takes place both via the DFB's fan contact point, the National Working Group for Fan Projects (BAG) as well as via the Fan Project Coordination Centre

(KDS), which celebrated 20 years in operation in June 2013. Since 2011, the "Fan Project Seal of Quality, in accordance with the National Sport and Security Concept" has ensured ongoing certification.

PREVENTION IN AMATEUR FOOTBALL

Since December 2012, the DFB and its sub-regional football associations have been working closely with the Social Work for Fan Culture and Sport Research Group at Hanover's Leibniz University (KoFaS) as part of two expert groups provide an in-depth response to incidents of violence in amateur football. On the one hand, the intention is to create a nationwide database providing reliable information on trends in the number and nature of

violent incidents, while at the same time reviewing and assessing the array of preventative measures currently employed by the sub-regional football associations. It is expected that tailored, effective preventative measures will have been implemented in all sub-regional football associations by 2015.

Approximately 80,000 football matches take place every weekend, and the majority of these games

are played in a peaceful and friendly environment. However, there are also riots and cases of violence against referees, players and fans. Such incidents are not always sparked by the events of a football match or by footballing rivalries between different clubs and their supporters. Much like youth violence as a whole, the number of violent incidents in football has not risen; instead, the ways in which violence manifests itself have changed.

FROM THE ASSOCIATIONS



SINCE 2011, THE WÜRTTEMBERG FOOTBALL ASSOCIATION (WFV) and Tübingen University's Criminology Institute have been conducting a pilot study with the support of the DFB entitled "Manifestations of violence in (amateur) football" and concerning the WFV's preventative approach. The Association will continue to refine its measures to tackle violence in football based on the findings of this study.



ON THE INITIATIVE OF THE SAXON FOOTBALL ASSOCIATION, the sub-regional football associations in the North-East German Football Association have been assembling for regular networking meetings since 2012. Participants discuss the challenges of violence, xenophobia and extremism in football and develop preventative strategies together.



THE LOWER RHINE FOOTBALL ASSOCIATION (FVN) is part of the joint "Silence protects the wrong people" campaign run by the North Rhine-Westphalia Football and Athletics Association and the NRW Sports Association. The FVN has created a source of information and a contact point, where athletes, parents and clubs can obtain support on the issues of prevention and what to do in the event of sexual abuse.

DID YOU KNOW ...



... that since 2011, the DFB and DFL have offered a course for "Certified Security Managers" in association with the SRH University of Applied Sciences in Heidelberg to professionalise preventative and security work in clubs?

WHAT HAPPENS NEXT



→ Certification of club security management → Implementation of a scientific fan study
→ Development of a "Security in Amateur Football" master plan

FURTHER INFORMATION



+ LINK 14 on www.dfb.de/nb2013
Including guidelines for improving match security, NKSS, and determining success factors in supporting football fans



Daniel Nivel.

A lasting promise.

In the spring of 2013, the DFB invited Daniel Nivel to an international match and renewed its pledge to the family of the French policeman.

Lens, Summer 1998, at the FIFA World Cup in France. Germany travelled to the far north of the country to face Yugoslavia in their second group match. Several weeks earlier, a well-known fan club of Sportfreunde Siegen, the "Bärensturm", announced online that they were "looking forward to attending games during the campaign in France". On the eve of the match, 80 neo-Nazis mingled in amongst the fans, roaring: "We have invaded again." On 21 June, Daniel Nivel, a 43-year-old father and riot policeman, was assigned to cordon off a street. A group of drunken German hooligans soon arrived and Nivel's colleague ran away - for his life, as it turned out. Nivel was beaten, thrown to the ground and kicked relentlessly. The perpetrators stole his weapon and beat him across the head with the rifle butt several times with great force. One accomplice later told the media: "I was there too and stepped in - it was like a reflex." Another perpetrator filmed the dreadful act, and the footage was later shown at their trial. The Essen Regional Court sentenced four attackers to between three-and-a-half and ten years in prison.

2013 began with a major footballing event, as the sold-out Stade de France played host to a classic fixture: France versus Germany. The DFB invited Nivel, his wife and family to Paris that day, as Nivel was an honorary guest of the DFB for a second time since the 2006 FIFA World Cup in Germany. Now, in 2013, he was meeting Wolfgang Niersbach and Horst R. Schmidt, a long-time confidant of the Nivel family. The 58-year-old Frenchman looked resplendent as he entered the lobby of the five-star Hotel du Collectionneur near the Arc de Triomphe. With his coat collar turned up, a dark suit and very upright posture, he appeared entirely suited to the grand hotel lobby. Since that Sunday 15 years ago, he has been paralysed on his right side and is blind in one eye and hard of hearing. He holds his right arm across his body and can no longer smell or taste anything. He speaks falteringly; his wife Loretta takes care of most conversation in public.

In Lens in 1998, Wolfgang Niersbach was still press officer for the German national team. The team flew straight back to Nice



Daniel Nivel, born 1954, spent 6 weeks in a coma.

Image on the left: German fans shows their compassion a day after the tragedy in Lens.

after the 2-2 draw with Yugoslavia, and the DFB President remembers: "At one point there was a rumour that an officer had been killed, which proved to be false, thank God. It was an immense shock. We should never forget that it was Germans who did it."

The Nivel family home has been renovated to accommodate Daniel Nivel's needs, and the DFB has made a permanent promise to provide any assistance he may need. The DFB Treasurer renewed this pledge in a letter to the family in the days following their latest meeting in Paris. In October 2000, the Daniel Nivel Foundation was established with the assistance of the DFB and FIFA to pursue three main objectives: to curb violence using preventative education, understand the causes of football-related violence and help the victims of such violent offences.

In Paris, Lorette Nivel was asked whether she and her husband had found peace. She considered the question for a long time, then answered: "We have travelled a long road to get Daniel to where he is today. We will never forget what happened, but neither should it define our lives."



RESPECT, BOTH ON AND OFF THE PITCH - OUR VALUES

Football demands and promotes the importance of following rules and treating one another respectfully, and in doing so, gives us a framework for our everyday lives. As a result, football has a special responsibility to safeguard society's values with the resources at its disposal.

2

AREA



Football – a school for life?

The case for value-oriented football is an existential one: after all, more than any other principle in football, Fair Play is the glue that holds football together and ensure the game remains a game. As a result, it means that all football players should know to behave fairly from the start, repeatedly reinforce this message, and ensure that these social values are also put into practice. A contribution from Prof. Dr. Gunter A. Pilz.

When I was 12 years old and making a name for myself as goalkeeper in the school football team, my local football club invited me to training. As my father had forbidden me to play football for the club with the argument that football was for the proletariat – that is, uneducated, coarse people – I attended the club in secret. However, it wasn't long before my father found out, and I was grounded for four weeks, bringing my footballing career to an abrupt end.

Why am I telling you this story? Well, as a mutually supportive community of values, clubs have an important social integration function. In a manner of speaking, my father was right: by playing football I met boys I would never have come into contact with otherwise. People of different ages, genders, occupations and ethnicities come together to play sport.

Clubs create what we sociologists call “mediating structures” both in terms of personal relationships and the more formal areas of finance, policy and administration. Clubs create an independent social space where purpose is combined with fun, obligation with voluntary participation, seriousness with exuberance, detachment with engagement and openness with privacy.

»For me, sustainability in the DFB means living by the social values of football out of an inner conviction and attitude.«

Bishop Wolfgang Huber summarised this beautifully in his sermon at the opening service at the 2006 World Cup: “Football is a major part of life. More relief and anxiety, hope and disappointment, elation and failure is experienced in two periods of 45 minutes than can otherwise be experienced in entire weeks, months or perhaps even years.” And that is exactly where my father was wrong. He overlooked football's potential to act as a school for life. In this way, social trust can be developed in football clubs making a significant contribution to democratic culture, as organisational skills, tolerance, trust and egalitarian attitudes can all be developed there. On the other hand, the social values embedded in football offer opportunities to cultivate human behaviour. In this respect, the

sociologist Norbert Elias described a football match as a collective work of art in which civilising achievements are accomplished so that “humanity regulates threats towards one another in a match by keeping one another in check and playing together without being directly violent towards one another, therefore preventing the balance from tipping too far towards disorder.” This process is a reflection of the history of the civilisation of human behaviour. The history of football rules can be described as a history of the increasing attenuation of physical violence and aggression. We have to learn to deal with disappointment and internal tensions and to understand and accept rules.

»Football contributes towards developing a democratic culture and cultivating human aggression.«

Prof. Dr. Gunter A. Pilz is the DFB representative for Prevention and Anti-Discrimination, Chairman of the DFB's Fair Play working group and recipient of the German Olympic Sport Association's Ethics Award in 2012.

The principle of Fair Play is the key to tackling the current challenges faced by sport. Fair Play is an all-encompassing attitude based on ethical principles. Anyone committed to Fair Play wants to devote all their energies to winning but is not prepared to win at any cost. Anyone in favour of Fair Play does not see their opponent as an enemy who must be defeated by any means and at any cost, but instead regards them as a partner in sporting competition.

Hence, Fair Play means granting your opponent the right to equal opportunities and respecting their physical integrity and human dignity, irrespective of their nationality, religion or background. Fair Play, this crucial ethical standard embedded in football, does not happen automatically but must be practised anew every day. In sport, it is important to train not only your muscles but your inner attitude too.

Football, or indeed any sport, can be "a major part of life" if we don't just chase after success like things possessed. We can and should strive for success, but not at any cost. It is incumbent upon all of us to do this.

As Hans Küng rightly said, football has a unique opportunity here to bring together people of different nations, cultures and religions. By encountering each other



»Fair Play is not a matter of course but a constant challenge and obligation.«

through sport, people practise cooperation and understanding. People of all cultures and religions can live in a spirit of fairness, equality, tolerance, mutual respect and partnership.

For Küng, this is a plea for football to gain a new credibility to which everyone must contribute if football is to truly be and remain a school for life: the players, coaches, referees, officials, the media and, of course, all the fans - in short, all of us!

In my life, I have seen the different ways in which football can make a difference, and can only agree with Küng in saying that Fair Play must be practised anew every day both on and off the pitch; that it isn't a matter of course but a constant challenge and obligation - for all of us.

DID YOU KNOW ...



... that the original rules for amateur football excluded the working class from competitions? This was because as the sport was not simply an end in itself for them, they could not practise the principle of fairness.

WHAT HAPPENS NEXT



→ Developing a master plan for value-oriented football

FURTHER INFORMATION



+ **LINK 15** on www.dfb.de/nb2013
Publications by Prof. Dr. Gunter A. Pilz

Tough on the ball – fair to opponents

Football is nothing without Fair Play. Fairness is the cornerstone of the sport, but it means more than observing the 17 laws of the game. It also means treating your opponents with respect and ensuring equal opportunities – even in the heat of competition. Fair principles serve as a compass for dealing with all manner of life situations successfully, and football can provide an example in this respect, particularly if children and young people are instilled with a basic sense of fairness by participating in sport.

If sport is simply a question of leaving the pitch as the winner, the temptation to break the rules of the game is considerable. At times, it may appear as though there is no longer any room for Fair Play. However, the recent findings of the Bundesliga's Fair Play Assessment show that fairness and successful football are not mutually exclusive. In the 2012/13 season, Bayern Munich were both German league champions and top of the Fair Play table, and Borussia Dortmund managed the same feat in the previous season.

The media primarily focus on instances where sportsmanship is violated, whether through fouls, scuffles or unsporting behaviour. By contrast, the DFB's "Fair is More" campaign places the focus firmly on



Berlin, 26 October 2013: Miroslav Klose is awarded the Fair Play Medal.

the concept of fairness and positive examples of fairness in action, in the knowledge that reinforcing positive examples does more to change attitudes than placing blame.

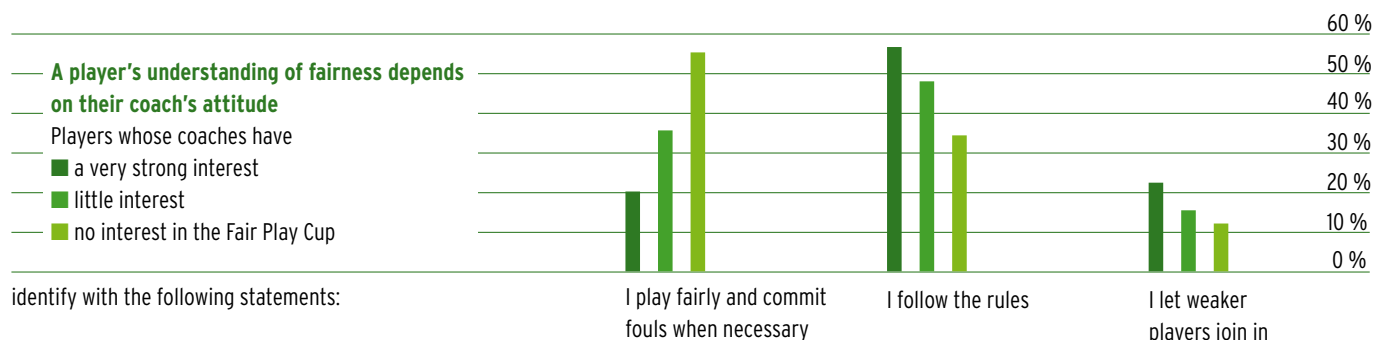
Each year since 1996, the DFB has awarded the "Fair Play Medal" to players, referees, coaches or even officials to recognise specific fair gestures both on and off the pitch. The variety amongst the 80 previous recipients of the award illustrates the diversity of fair behaviour in both amateur and professional football.

In 2012, national team player Miroslav Klose was awarded the Medal for the sec-

ond time, and Jupp Heynckes was recognised in 2013 for his unwaveringly fair and exemplary behaviour on the pitch.

However, the "Fair is More" campaign does not only mean handing out medals. Fair Play representatives within the sub-regional football associations are developing tailor-made measures for promoting Fair Play at club level. This work is supported by the DFB's Fair Play working group, which develops materials for use at grassroots level and ensures close collaboration and regular exchanges between those responsible for Fair Play in the sub-regional football associations.

Results of a player survey for the Lower Saxony Fair Play Cup



INTRODUCTION OF THE FAIR PLAY LEAGUE

The Fair Play League, a new concept for children's football, teaches kids that fairness makes football fun. At these matches, for children aged between 7 and 10, spectators must stand at least 15 metres away from the mini pitches and coaches are not allowed to leave the joint "coaching zone". In addition, there are no referees in matches for children under the age of 10. As a study from the Lower Rhine Football Association (where the Fair Play League was developed) shows, the scheme has been a resounding success. The children made 76 per cent of decisions without any disagreements. In mid-2013, the recommendation to implement this format across in the DFB youth setup across Germany was adopted.



FROM THE ASSOCIATIONS



THE SCHLESWIG-HOLSTEIN FOOTBALL ASSOCIATION, together with its 13 local football associations, has developed measures for preventing violence and ensuring fair, equal competition under the slogan "Schleswig-Holstein plays fair". In 2011, UEFA named the project the best grassroots sport project in Europe as part of its Grassroots Award Programme.



THE HAMBURG FOOTBALL ASSOCIATION held a "Coolness Day" for its clubs under the heading "Fit for Fair Play". Under the guidance of experienced trainers, this one-day seminar was offered to U-19, U-17 and U-15 boys' teams and U-17 and U-25 women's teams. 17 youth teams took part in this preventative Coolness Day in 2012.

DID YOU KNOW ...



... that until 1845, kicking shins and wearing steel-tipped boots was allowed?

WHAT HAPPENS NEXT



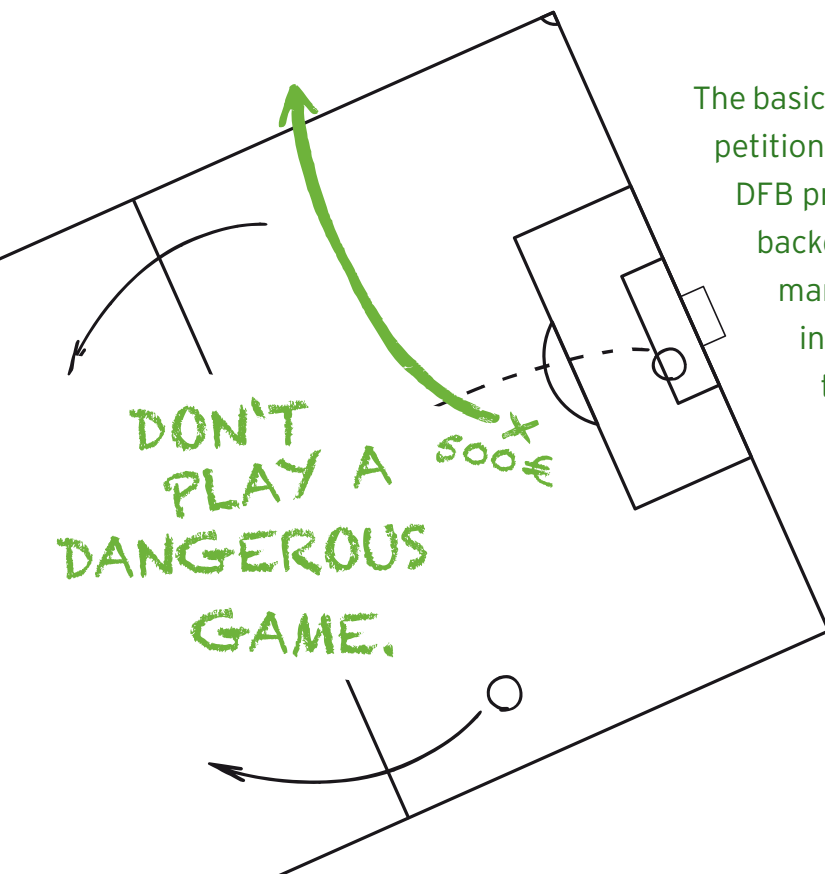
– Further development of the "Fair is More" campaign
– Support for the nationwide rollout of the Fair Play League

FURTHER INFORMATION



+ **LINK 16** on www.dfb.de/nb2013
"Fair is More" campaign
"Elterncheck" parent quiz and other publications
Fair Play League

Protecting the integrity of competition



The basic prerequisite for attractive football is fair competition with clear rules. In order to safeguard this, the DFB provides comprehensive information about the background, dangers and consequences of match manipulation. The DFB seeks to convey to all those involved in football, particularly young players, that decent, honest behaviour both on and off the pitch provides a foundation for fair sporting competition.

Football is a competition, and emerging the victor after 90 minutes is always the main objective - but not at all costs. The DFB is aware of the threats posed to our sport by match manipulation and, as a result, appointed an anti-corruption representative in 2010.

The DFB wholeheartedly supports the German Olympic Sport Association (DOSB) in its efforts to educate and ensure maximum transparency. In the preamble to its Anti-Doping Guidelines, the DFB commits itself to a doping ban to protect the health of players and uphold fairness in sporting competition. The DFB works closely with the National Anti-Doping Agency (NADA) to prevent doping in football.

It is also vital to collaborate with partners in the area of sports betting and its pos-

»We advocate fair and clean football as this is the only way our sport can remain attractive.«

Reinhard Grindel, DFB anti-corruption representative since 2010

sible effects on the sport of football. The "Together Against Match Manipulation" campaign was jointly developed with the DFL and other partners in 2012 to enhance the DFB's preventative work - the core element of the fight against manipulation.

After the manipulation scandal of 2005, the DFB introduced a betting ban for all players, referees and officials, before extending and reinforcing the ban in 2009.

Since the 2010/2011 season, all players in the licensed and DFB leagues must provide written acknowledgement of the provisions relating to the betting ban.

In accordance with the DFB's zero-tolerance approach, any suspicions of match manipulation are followed up and every proven offence penalised accordingly. Match manipulation is often a product of international organised crime that can only be tracked down and punished with the assistance of other associations and, most importantly, government institutions. As a result, it is all the more important to constantly exchange information with UEFA and FIFA.

As part of the various collaborations, it is also vital to develop a joint position paper on an international level in order to protect football and its values together.

PREVENTING DOPING FOR THE CREDIBILITY OF FOOTBALL

Every amateur player in Germany is obligated by their club membership and the statutes of the DFB's member associations to play without being under the influence of any drugs, and every licensed player is obligated to the same by his professional contract. All Bundesliga players down to the Boys' Bundesliga B must also confirm their knowledge and acceptance of the applicable Anti-Doping Guidelines in writing each season. Preventative measures are taken and tests carried out in close cooperation with NADA.

Doping prevention must begin with young players. To this end, the DFB sends NADA's information

brochure, HighFive, and a separate brochure specially developed for parents to every player in the Boys' Bundesliga A and B each season. In addition, DFB employees provide training courses at clubs. At the start of every season, all professional players receive a copy of the NADA Code, and the clubs a copy of the Anti-Doping Guidelines. Clubs are also required to run training courses for their players. Since June 2013, special online training materials have been provided.

In the 2012/2013 season, 500 out-of-competition tests were carried out by NADA and 1,720 in-com-

petition tests were conducted by doctors authorised to carry out drug tests on behalf of the DFB. Across Europe, only the Italian Football Association carried out more drug tests, and it is the highest number of tests carried out by any sport in Germany. The DFB bears the costs of all tests. The testing system is constantly being refined, most notably with the recent introduction of chaperones in the top three leagues. For the first time, blood tests are being carried out in the 2013/2014 season. Overall, the DFB invests 700,000 euros in its preventative and intervention measures each season.

STANDING TOGETHER AGAINST MATCH MANIPULATION

Sportradar

Sportradar AG helps the DFB and the DFL to detect and analyse possible instances of match manipulation. The company works with more than 400 betting operators and gambling regulators to protect football matches in all FIFA competitions by monitoring and analysing the complex international sport betting market. In order to uncover fraudulent betting activity, movements in the odds offered by more than 350 independent bookmakers and lotteries are tracked in real time.



Dr. Carsten Thiel von Herff, DFL and DFB ombudsman since 2011.

Ombudsman

Lawyer Dr Carsten Thiel von Herff has been ombudsman for the DFB, DFL and League Association since 2011. He acts as a general point of contact and provides anonymous advice on dealing with possible suspicious circumstances and hazardous situations. He operates autonomously and independently of instructions from the League Association, DFB and DFL.

Contact: Tel. 0521 - 91414-0
ombudsmann@streitboerger.de
www.gemeinsam-gegen-spielmanipulation.de

Structures

Structures have been created at both national and international level to provide a long-term basis for tackling match manipulation within organised football.

- DFB anti-corruption representative appointed
- DFB anti-corruption working group established
- Ombudsman appointed to be an independent point of contact
- UEFA "Integrity Officer" network established
- DFB Director of Match Operations named as UEFA Integrity Officer

Measures

Together with the DFL, the DFB operates a comprehensive prevention programme to provide information and raise awareness amongst players, members, officials and referees, whilst also working towards more goal-oriented, effective punishment measures.

- Educational and information events held with partners in the clubs, associations, youth centres of excellence, DFB training centres and as part of refereeing courses
- Homepage launched
- Information materials provided, e.g. brochures, flyers
- "Standing Together Against Match Manipulation" e-learning tool developed
- Continuing collaboration with international sport information service Sportradar
- Players, coaches and officials are obliged to inform the DFB if they are approached by betting fraudsters (approx. 5,000 players acknowledge this duty of disclosure every year)
- Close cooperation with law enforcement agencies to ensure that their work is supported in a transparent and unconditional manner

DID YOU KNOW ...



... that Sportradar monitors more than 53,000 matches worldwide every season?

WHAT HAPPENS NEXT



- Consistent implementation of preventative measures
- Increase collaboration with NADA

FURTHER INFORMATION



+ LINK 17 on www.dfb.de/nb2013
"Standing Together Against Match Manipulation" campaign
DFB information on doping and doping prevention
DFB rules and regulations

Advocating diversity in football



Syndromes (discrimination complexes) according to the long-term study on "Group-Focused Enmity" carried out by Prof. Dr Wilhelm Heitmeyer at Bielefeld University between 2002-2012

German federal anti-discrimination action areas according to Section 1 of the General Equal Treatment Act (AGG)

DFB action areas

This graphic shows the DFB's anti-discrimination action areas. These areas are based on German federal anti-discrimination action areas and discrimination complexes as outlined in Prof. Dr Wilhelm Heitmeyer's long-term study on "Group-Focused Enmity".

Football is as diverse as the society in which it thrives; it serves as a role model and has the power to support processes of social change. As a result, the DFB advocates a climate of respect and humanity in clubs as a matter of course. It is a challenge and a duty in equal measure to ensure that this requirement is met both on and off the pitch.

Discrimination should have no place in football, whether in the form of insults, disadvantage or exclusion, and yet it persists, with stories in the newspaper or examples in referees' reports. Organised football is tackling this challenge with improved preventative initiatives and stricter intervention measures.

In the spring of 2013, FIFA and UEFA adopted resolutions against racism that are also binding for the DFB. Preventative measures are developed together with the sub-regional football associations by the DFB's Anti-Discrimination Working Group, which is continuing the mission of the "Working Group for Tolerance and Acceptance, against Racism and Discrimination".

The fields in which the DFB and its sub-regional football associations operate are many and varied. They include hosting a dialogue forum on the issue of "Sexual Identity", the work of the DFB Foundations, creating football offerings for disabled people, a wide range of measures for promoting integration, the development of age-appropriate football offerings such as the introduction of men's over-40 and over-50 and women's over-35 cups, and numerous campaigns aimed at supporting girls' and women's football to tie in with the FIFA Women's World Cup in 2011. All of these initiatives contribute towards strengthening diversity, both in football and society.

UNITED AGAINST RIGHT-WING EXTREMISM

In 2011, the "Sport and Politics Against Right-Wing Extremism" advisory network was founded, chaired by Prof. Dr Gunter A. Pilz. Interested clubs can find information and materials about the campaign on its website, www.ver-int-gegen-rechtsextremismus.de. On 20/21 June 2013, the advisory network held a dialogue forum at the DFB in which a practical guide for clubs was presented, amongst other things.



FOOTBALL AND HOMOSEXUALITY

Homosexuality in football is still stigmatised by prejudices and misconceptions. In January 2012, a dialogue forum held with representatives from all DFB sub-regional football associations put forward proposals for dealing with sexual identity in football. An information brochure for clubs and associations was published in July 2013 to help break down fears and ignorance surrounding the issue of homosexuality and football.

FROM THE ASSOCIATIONS

THE SAXONY-ANHALT FOOTBALL ASSOCIATION is confronting extremist tendencies concerning racism, violence and discrimination with the "Humanity and Tolerance in Sport" (MuT) project. The project reinforces the democratic values embedded in sport, promoting Fair Play ideas in the process. The central elements of the "MuT Project" are educational opportunities, advisory activities and the establishment of a state-wide network.

Before a trial on racist serial killers – the so-called NSU trial – started in April 2013, all football clubs received this open letter from DFB President Wolfgang Niersbach.



Dear friends of football,

It is one of the great wonders and strengths of football that it does not differentiate between cultures, religions and languages. Every weekend, football manages to bring millions of people together for recreation. Football unites us, and each and every one of its rules ensures that we interact with each other in a fair, tolerant and respectful way.

At the moment, we are once again seeing how distressing it can be when people trample our society's values under foot. The current NSU trial makes it shockingly clear that right-wing terrorism and murderous extremism has not been entirely eradicated from our country. Given that football is a reflection of society, this trial should also serve as a warning to our sport to remain vigilant and stand united against any form of discrimination.

We all know that right-wing groups also misuse football, exploiting legal grey areas to spread their populist message anonymously, and we are all called upon to do something about it. Whether at the training pitch around the corner, in the clubhouse or on the train to the stadium, there should be no place in football for xenophobia, racism, homophobia or any other form of discrimination.

Extremism and intolerance are only able to flourish when people look away or remain silent. Therefore, we must listen very carefully for instances where people are insulted because of the colour of their skin, their origin or their sexual orientation, whether on or off the pitch. We must look very closely for any discriminatory words written on banners or t-shirts, and we must stand up for anyone who is verbally or physically attacked. It is one of the great wonders and strengths of football that it is based on fairness, tolerance and respect. These fundamental ideas should be unequivocally incorporated in every club's statutes in order to make a mark and give us the opportunity to act against extremist influences.

Football cannot solve all of society's problems, but together we can all do our part to drive right-wing extremism and discrimination out of Germany.

Yours,

Wolfgang Niersbach

DID YOU KNOW ...



... that in 2011, the DFB was the thousandth signatory of the Diversity Charter, a business initiative to promote diversity in companies?

WHAT HAPPENS NEXT



- Preparation of policy papers for all discrimination action areas
- Conception and continuation of anti-discrimination work and further refinement of measures

FURTHER INFORMATION



+ LINK 18 on www.dfb.de/nb2013
Brochures, including "Homosexuality in Football"
"United Against Right-Wing Extremism" advisory network
Julius Hirsch Award

Many cultures – one passion



Presentation of the DFB and Mercedes-Benz Integration Prize with Chancellor Dr Angela Merkel

Football brings different cultures together on the pitch every time Max crosses to Ahmet, who goes up for a header with Carlos, on a football pitch on a Sunday morning. Football is a mirror of society, and in light of demographic trends, integration is one of the most important socio-political issues of our age.

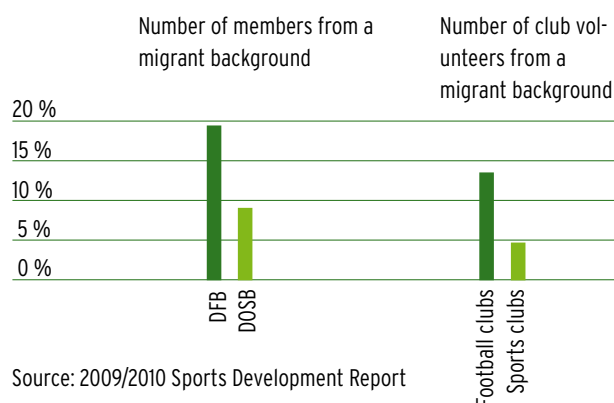
Football brings people of different social, cultural and ethnic origins together. Football is open to everyone and offers people an opportunity for social participation and recognition. The DFB's integration work helps to ensure this remains the case.

In order to support integration work at a local level, structures and committees have been established at DFB and sub-regional football association level. The integration commission and integration representatives from the sub-regional football associations develop concepts, information materials such as the "Integration A-Z" reference guide and various qualification modules. Since the 2010/2011 season, there have been three compulsory learning units on

integration included in the training course for the C Coaching Licence. The "Integration Practical Handbook" developed in 2011 contains more than 200 practical tips for implementing the "Five Central Messages" in clubs. More than 100,000 copies were distributed to clubs. The materials should provide assistance to clubs and give people from a migrant background an insight into the workings of organised football.

Integration primarily takes place locally on football pitches and in clubhouses, making the role of sub-regional football association integration representatives all the more important. These representatives help the clubs to implement measures and are available as a central point of contact.

Studies prove football's integration potential



Source: 2009/2010 Sports Development Report



335 MIO

TV viewers saw the DFB's "Parents of the National Team" integration spot between 2008 and 2011.

DFB INTEGRATION AMBASSADORS

The DFB's Integration Ambassadors promote football's integration potential:



Célia Šašić



Fatmire Alushi



Sinem Turac



Cacau



Serdar Taşçi



Jimmy Hartwig

DFB INTEGRATION REPRESENTATIVE



Since 2006, **Gül Keskinler** has been working to support and advise clubs in her role as DFB Integration Representative. She is also an advisor to the DFB Presidential Board.

FROM THE ASSOCIATIONS



THE BRANDENBURG SUB-REGIONAL FOOTBALL ASSOCIATION and a business partner award a joint Integration and Diversity Prize each year. The prize recognises activities aimed at integrating people from migrant backgrounds, socially disadvantaged people and disabled people as well as activities against homophobia. All nominees are invited to an awards ceremony to further encourage integration and networking.

SOCIAL INTEGRATION FOR GIRLS THROUGH FOOTBALL

Since 2006, the DFB has supported the "Social Integration for Girls Through Football" project developed by Dr Ulf Gebken. The project is intended to inspire young girls and make football clubs more accessible to them. School football workgroups for girls have proven to be the most effective integration tools, carried out as the result of cooperation between schools and local clubs.

The project has now been implemented in more than 200 locations, and more than 70% of the girls' footballers who have taken part come from a migrant background. The building blocks of the project are the girls' football workgroups, qualifications to become football assistants and social competitions. It appears that integration primarily succeeds when all of these building blocks are interlinked with one another.

DFB AND MERCEDES-BENZ INTEGRATION PRIZE

Since 2007, clubs, schools, individual supporters and groups of supporters have been able to compete for the DFB and Mercedes-Benz Integration Prize. Since the Prize was launched, almost one million euros has been awarded to the recipients in the form of money and donations in kind, whilst the overall winners receive a Mercedes-Benz Vito. Oliver Bierhoff, patron of the DFB and Mercedes-Benz Integration Prize, emphasised football's special potential: "Football has a unique power to integrate people and particularly helps children and young people from a migrant background to settle into society." His involvement ensures a close link with the national team, meaning that three current Germany players - Jérôme Boateng, Ilkay Gündogan and Sami Khedira - took part in the 2012 awards ceremony. Bundesliga clubs also compete for the Integration Prize, with SV Werder Bremen winning a special prize in 2012 for the many years of commitment shown by their club.

DID YOU KNOW ...



... that 1.3 million DFB members come from a migrant background?

WHAT HAPPENS NEXT



- Evaluation of the effectiveness of existing integration measures
- Expansion of the concept of integration (i.e. integration/diversity)

FURTHER INFORMATION



+ LINK 19 on www.dfb.de/nb2013
DFB and Mercedes-Benz Integration Prize
Sub-regional football association contacts
Materials for clubs

Moving well for health

By organising football from grassroots to the top flight, the DFB contributes to promoting good health in our country, as football means exercise and exercise keeps you healthy. However, the sport of football also involves health risks that the DFB seeks to minimise using preventative measures implemented in association with the Federal Centre for Health Education.



Education through and for sport and thus for a healthy life with sufficient exercise cannot begin early enough. As a result, in addition to working with children and young people at clubs, the DFB also supports the promotion of football in schools through initiatives such as further education programmes.

These activities are supplemented by campaigns from the Federal Centre for Health Education (BZgA). In September 2011, the DFB extended its existing cooperation agreement with the BZgA, enabling it to retain a competent and reliable partner for its preventative work. The main focus areas of this collaboration are early addiction prevention, substance abuse prevention (tobacco and alcohol consumption) and raising awareness of the issue of gambling addiction.

Since 2012, the DFB has also endorsed the "11+" warm-up programme, developed by FIFA in conjunction with an international group of experts. It is a programme for warming up and preventing injuries that is suitable for all players aged 14 and over and easy to implement.

There are further aspects to the issue of health in football. Professional football, in particular, can exert psychological pressure that coaches, referees and players can sometimes no longer cope with, potentially leading to depression. The Robert Enke Foundation, established in 2010 after the tragic death of national team goalkeeper Robert Enke, was founded by the DFB, DFL and Hannover 96 to contribute to the education, research and treatment of this illness and its causes.

Nia Künzer gets involved in the BZgA's campaigns.



DFB AND BZGA - A STRONG TEAM

The BZgA's campaigns are integrated into many of the DFB's projects and those of its sub-regional football associations. The BZgA was a partner for TEAM 2011, the campaign for the FIFA Women's World Cup 2011, and more than 11,000 clubs and 7,000 schools made use of its offering. Since August 2012, they have also been the DFB's exclusive partner for the "DOPPELPASS 2020- Schools and Clubs: A Strong Team" initiative. Both the DFB and BZgA grouped their school and club offerings under this slogan, and within the first year more than 2,000 clubs and schools had made use of the initiative.

MAKING CHILDREN STRONG. Every year, more than 1,000 coaches and support staff from children's football teams participate in the "Making Children Strong" short courses, which focus on nurturing children's personal development and life skills. In these courses, the participants learn how they can support young footballers to develop self-awareness, self-confidence, communication skills and conflict management skills. Developing these competencies at a young age can help children to deal with difficult life situations without consuming addictive drugs or evading the issue.

STAY IN THE GAME. The objective of the "Stay in the Game" short course is to help coaches and support staff to bolster young people in what is often a difficult phase of their lives and maintain their interest in football. The issue of tobacco and alcohol plays an important role here. The course is intended to help to reduce dropout rates among young people.

ENJOY SPORT WITHOUT ALCOHOL. The interactive "Enjoy Sport Without Alcohol" campaign seeks to make adult members of football clubs aware of their status as role models for children and young people and to raise awareness of how to enjoy alcohol responsibly. Since August 2011, more than 2,000 football clubs have already participated in this campaign.

ROBERT ENKE FOUNDATION

Since its establishment in 2010, the Robert Enke Foundation has promoted measures and initiatives for the education, research and treatment of depression.

In the area of "Competitive Sport", the Foundation has financed the "MentalGestärkt" (Mentally Fortified) initiative to create a coordination centre at the Sports University of Cologne. Under the heading "Depression: a Widespread Disease", the Foundation provides educational offerings and services for those seeking help and carries out targeted educational work to reach the wider public and, in doing so, break down taboos around depression.

The Foundation is also a co-initiator of the "Sports Psychiatry/Sports Psychotherapy" department at Aachen University Hospital. Together with the hospital and the German Society for Psychia-



try, Psychotherapy and Neurology, a network of psychiatrists and psychotherapists has been established to provide direct help to professional athletes suffering from psychological disorders. In 2012, the Foundation was recognised by the "Germany - Land of Ideas" initiative for taking this important step towards comprehensive psychiatric and psychotherapeutic care.

FROM THE ASSOCIATIONS



IN THE BERLIN FOOTBALL ASSOCIATION

(BFV), they say, "Of course I'm on good form - I don't rely on alcohol." Since 2011, the BFV has promoted the responsible consumption of alcohol in association with the Specialist Unit for Addiction Prevention. The initiative created a basis for alcohol prevention for the BFV's qualification campaign.

DID YOU KNOW ...



... that a person's chances of suffering depression at least once in their lives is almost 20 percent? Depression is particularly common in the third decade of life and then again at an advanced age.

WHAT HAPPENS NEXT



- Cooperation with the German Red Cross in the area of first aid
- The DFB and BZgA will celebrate 25 years of collaboration in 2014

FURTHER INFORMATION



+ **LINK 20** on www.dfb.de/nb2013
Federal Centre for Health Education
Robert Enke Foundation
11+ warm-up programme



Teresa Enke. Life after Robert.

In 2011, 10,144 people in Germany took their own lives. In the same year, 4,009 people died in traffic accidents. The Robert Enke Foundation promotes measures and specific institutions for research into and treatment of depressive disorders. The chair of the Foundation is Teresa Enke, widow of national team goalkeeper Robert Enke, who died in November 2009.



The full interview with Teresa Enke and further information about the Foundation can be found at Link 20 on www.dfb.de/nb2013.

Mrs Enke, what is your personal involvement in the Foundation established in your husband's name on 15 January 2010?

After my husband died, many people made their struggles with depression public, and this was primarily for two reasons. Some of those suffering with depression recognised that they had to do something about it, but after Robert's death it became clearer where people could go to get help. The Robert Enke Foundation is one such place. It became so much easier to admit to being depressed after the death of such a prominent footballer. The issue had previously been stigmatised but public understanding suddenly increased dramatically. Before, whenever anyone expressed their anxieties or feelings of hopelessness, the usual reaction was "Don't be silly", but after Robert's death, almost everyone realised that it could happen to anyone, even if you are successful and have a stable family life.

Do you see your role in the Foundation as a pleasure and as something fulfilling, or is it sometimes very stressful?

Both. I'm constantly confronted with memories, but this work is part of dealing with it all. Before Robert became ill I had never dealt with depression before, and all of a sudden it hits you. At the start, we were totally alone and helpless. We felt alone and had no idea just how many people felt like Robert did. Only our closest friends knew what was wrong. Today, the Foundation has shown me that there are so many people in exactly the same position, whether as patients or relatives. It's these people that we want to help.

Among the many elements of the Foundation's work, one focus for the future stands out: drawing up guidelines for training young athletes. What is the significance of this?

We have to teach coaches to recognise the moment when pressure becomes too much for a young footballer. In professional clubs, communication between sports psychologists and sports psychiatrists is increasingly important, but motivation alone is not enough. The Enke Foundation will work towards ensuring that prevention becomes more important in youth centres of excellence when it comes to mental health issues.

The average person can scarcely comprehend this turnaround in reality, this total descent into emptiness.

We have to provide better answers to the question "Where am I headed as a professional athlete?" as well as for what happens after an athlete's career draws to a close. We have to create more interfaces, and the Robert Enke Foundation and I will continue to put all our energy into this task.

Do you think some taboos have been eliminated in society?

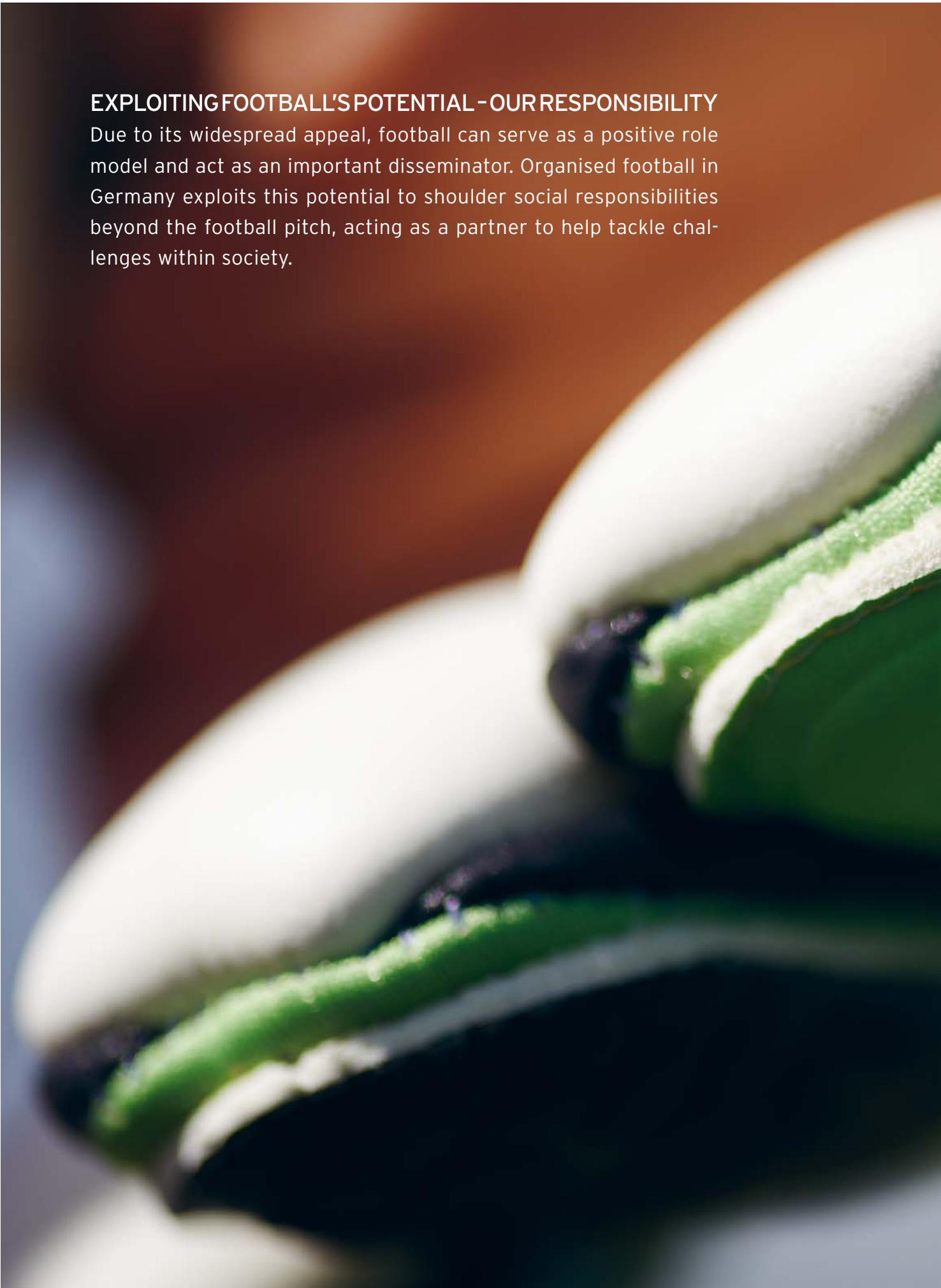
Yes, that's what I've seen. People are more open about their illnesses - Markus Miller and Lindsey Vonn are just two examples. Both of them went public with their depression and it hardly made any waves; two days of headlines and then that was it.

Does the Robert Enke Foundation need to change football?

We won't change it. Instead we have to give players suffering with depression a way to admit their illness openly without stigmatisation and get back to playing competitively after a period of recovery. Football is a competitive sport; we'll never change that, and nor do we want to.

EXPLOITING FOOTBALL'S POTENTIAL - OUR RESPONSIBILITY

Due to its widespread appeal, football can serve as a positive role model and act as an important disseminator. Organised football in Germany exploits this potential to shoulder social responsibilities beyond the football pitch, acting as a partner to help tackle challenges within society.





3

AREA

Inspiring and supporting – Football in schools



As a result of the range of demands it places on conditioning and mobility, football promotes physical development, particularly among children, whilst the principles of Fair Play and Integration contribute significantly to personal development. The DFB is developing football offerings in school sport to enable the greatest possible number of children and young people to make the most of the opportunities football offers.

A lack of physical exercise poses a risk to health and is closely linked to other risk factors such as obesity. In order to protect adolescents from these risks, it is important to encourage them to exercise regularly. The DFB is aiming to get more young people excited about sport in general and football in particular, and schools are the ideal place in which to reach the greatest possible number of

children and young people with an interest in sport and football.

In close cooperation with the 21 sub-regional football associations, the DFB supports the promotion of football in school and club sport and enables adolescents to enrol in clubs quickly and easily. In order to smooth the way for young people to get involved in club sport, the DFB

helps schools and clubs to establish effective links.

In addition, the DFB's strong collaboration with its partners, the Federal Centre for Health Education and the Conference of Education Ministers' Sport Commission makes it possible to achieve these objectives and assume responsibility for sport at a grassroots level.

1,400

new collaborations since the launch of the “On the Ball Together” campaign

27,000

primary school teachers have been given football training since 2008

230,000

participants in the DFB & McDonald’s Football Badge in 2012

300,000

football participants each year in the “Youth Olympic Training” campaign



“DFB DOPPELPASS 2020 – SCHOOLS AND CLUBS: A STRONG TEAM!”

This initiative is designed to inspire, motivate and provide long-term support with a variety of football-related offerings, namely:

DFB Schools Cup

As part of the nationwide “Youth Olympic Training” competition, the DFB holds the national finals each year for school children between the ages of 10 and 12. One team consists of ten players, with seven playing the game at any one time. It is a multi-faceted technical competition that all players must participate in.

DFB & McDonald’s Football Badge

Football tests a range of different abilities, such as heading or dribbling. With the DFB & McDonald’s Football Badge, the DFB presents an action programme in which these abilities can be trained and tested in a fun environment. Schools can use this new school football badge to run their own certification events.

20,000 plus

The courses in the “20,000 plus - Playing and Moving with the Ball” project are aimed at primary school teachers. The project gives these teachers guidance on leading football matches in physical education classes.

On the Ball Together

The “Schools and Clubs: On the Ball Together” project is the focus of the DFB’s DOPPELPASS 2020 campaign, encouraging clubs to carry out football workgroups in schools. The DFB supports every contractually agreed cooperation between a club and a school with a high-quality starter package as well as a “Thank You” package.

Oliver Bierhoff supports collaborations between schools and clubs.

FROM THE ASSOCIATIONS



THE RHINELAND FOOTBALL ASSOCIATION, together with its business partner, has been supporting youth enrolment in its clubs since the 2012/13 academic year by establishing football action groups in all-day schools. To facilitate this, the Association concludes a project agreement with each school, forms a pool of workgroup leaders and deploys them in the schools. 132 new football workgroups were established this way in the project’s first year.

FROM THE ASSOCIATIONS



THE BADEN FOOTBALL ASSOCIATION enlists the help of the German Federal Volunteer Service to promote collaborations between kindergartens, schools and clubs with the help of socially committed school leavers working closely with clubs and footballing districts. This is done with the help of the Junior Coach and DFB Mobile projects.

TEAM 2011

Ahead of the first FIFA Women’s World Cup in Germany, the DFB launched its “TEAM 2011” school and club campaign with the objective of promoting girls’ football in schools and clubs whilst at the same time increasing cooperation between schools and clubs. 18,355 institutions took part in the TEAM 2011 competition, including 11,189 clubs and 7,166 schools.

DID YOU KNOW ...



... that the DFB has given out 122,787 footballs as part of different school and club campaigns?

WHAT HAPPENS NEXT



- Launch of the second part of the “20,000 plus” campaign
- Implementation of DFB Junior Coach training

FURTHER INFORMATION



+ LINK 21 on www.dfb.de/nb2013
DFB DOPPELPASS 2020 initiative
Federal Centre for Health Education

Disability football – Working towards inclusion

In front of the Reichstag building in Berlin, blind and partially sighted people played football, enthraling numerous Bundestag members, the Bundestag President, ministers, travelling fans and tourists in the process. This exceptional event gave convincing proof of the sporting talent of people with disabilities and the opportunities football provides to build bridges.



The German National Paralympic Committee and Special Olympics are the two associations responsible for providing sporting opportunities for disabled people in Germany, and the DFB keeps in close contact with both of them. To assist them with their work, the DFB donated 1.5 million euros from the profits of the 2006 FIFA World Cup and a further 300,000 euros after the FIFA Women's World Cup 2011.

However, disabled people have also been independent members of traditional foot-

ball clubs for many years. Long before the UN Convention on the Rights of Persons with Disabilities came into force on 26 March 2009, football clubs were committed to providing opportunities for disabled people. Since 2012, there has been a disability representative in every sub-regional football association, acting as a point of contact for clubs and affected athletes and helping to organise training or establish teams locally. This initiative is financed by the DFB Sepp Herberger Foundation. Founded in 1977, the Foundation is responsible for disability football

within the DFB. It initiates its own projects to provide disabled people with suitable football opportunities whilst at the same time generating public awareness of the impressive performances of those involved in disability sport.

The publication of "Football Rules in Easy-to-Understand Language" by Werder Bremen or the integration of disabled people in the volunteer programme for the FIFA Women's World Cup 2011 are just two examples of football's wide range of commitments.

FROM THE ASSOCIATIONS



Since 2012, **THE BREMEN FOOTBALL ASSOCIATION** has held an annual Inclusion Championship, where players both with and without disabilities as well as teams from Bremen's schools, clubs and workshops for disabled persons compete against each other in an indoor football tournament. Winners of the premier tournament receive their trophies from former German international Tim Borowski.



GERMAN WORKSHOP CHAMPIONSHIP

When 250 athletes, split into 16 teams plus one international guest team, battle for the German Workshop Championship for Disabled People each year, the tournament is not just about sporting success. Since 2000, the DFB Sepp Herberger Foundation, together with the Federal Working Group for Disabled Persons, the German National Paralympic Committee and Special Olympics, have organised this exceptional competition. Around 200 football clubs have since become partners of footballers from these workshops.



BLIND FOOTBALL BUNDESLIGA

Under the patronage of the Federal President, a unique Europe-wide series of matches for blind and partially sighted people takes place each year. Since 2011, some of the matches have been played in central locations in major German cities, as to be in the middle of the city means being in the middle of society. In 2013, nine teams from across Germany took part. The initiative's cooperation partners are the German National Paralympic Committee and the German Blind and Partially Sighted Association.



FOOTBALL FRIENDS

In May 2013, 80 disabled and non-disabled footballers met at the Schöneck Sports School in Karlsruhe for an integrated day of fun and games. The event took place as part of the FussballFREUNDE (Football Friends) initiative - a joint campaign between the DFB and Special Olympics in Germany. Participants have the opportunity to overcome sporting boundaries through football and get to know and understand one another better. The event is intended to serve as a meeting place for DFB sub-regional football association representatives in the long term.



FROM THE ASSOCIATIONS



THE MECKLENBURG-VORPOMMERN SUB-REGIONAL FOOTBALL ASSOCIATION sets an example for the inclusion of disabled people with its Integration and Diversity Prize, awarded since 2013. The award recognises football-related projects that encourage people to participate.

DID YOU KNOW ...



... that the DFB Sepp Herberger Foundation spends a third of its annual budget on disability football?

WHAT HAPPENS NEXT



- Introducing people without disabilities to disability football
- Scientific study on existing football offerings for disabled people

FURTHER INFORMATION



+ **LINK 22** on www.dfb.de/nb2013
DFB Sepp Herberger Foundation
Disability sport associations
Inclusion projects

Environmental protection and football – a strong team

Manuel Neuer and the Bender twins helped to promote environmental protection on television in a campaign that has now been seen by 100 million people. In 2012, the DFB's most prominent ambassadors – the German national team players – gave up their time for the environment by generating awareness of the need and opportunities for environmental protection amongst players, club officials, fans and all those interested in football. By staging the DFB Environmental Cup and the Green Goal project at the FIFA World Cup, the DFB is operating in the environmentally-conscious manner expected of such an organisation.

The DFB implemented an ambitious environmental programme at the 2006 FIFA World Cup, setting new standards for FIFA World Cup campaigns in the process. The follow-up Green Goal campaign at the FIFA Women's World Cup 2011 then built successfully on this pioneering work. With the support of the German Federal Foundation for the Environment (DBU), FIFA and the Institute for Applied Ecology (Öko-Institut e.V.), the impact of these events on the environment and climate was largely avoided or reduced.



One new development was the introduction of the "Ökoprofit" environmental management system – a programme for saving environmental and climate-related operating costs – in World Cup stadiums. One of Green Goal's particular successes was the long-term environmental investment of 710,000 euros made by the stadium operators, of which 80% has already been amortised after three years. The DFB, FIFA and DBU donated 600,000 euros to the campaign, put towards the use of carbon-offset projects to compensate for approximately 40,000 tonnes of CO₂ generated by the FIFA Women's World Cup 2011.

"The Women's World Cup 2011 left green footprints in its wake. It showed that major sporting events could be kind to our climate and environmentally friendly. This

should spur us on to continue protecting our environment and climate in sport." This was how DFB environment representative Claudia Roth summarised the success of Green Goal 2011 in February 2012 whilst launching the DFB's "United for the Environment" campaign, developed under her leadership by the Environmental Protection working group established in 2011.

An extensive communication campaign has raised awareness of the need for environmental protection and the club competition dedicated to this cause has prompted clubs to act accordingly. More than 400 football clubs participated in the "DFB Environmental Cup" in 2012, with SG Sonnenhof Großaspach becoming the first "German Environmental Champions" on 15 February 2013.

GREEN GOAL 2011 SETS NEW STANDARDS

The slogan of the environmental campaign at the FIFA Women's World Cup 2011 was visible in many places both inside and outside the stadiums.

→ Further details about Green Goal 2011 can be found in the extensive final Legacy Report of the FIFA Women's World Cup 2011.



The results of the Green Goal campaign were presented at an Association press conference in June 2011. The FIFA Women's World Cup 2011 stadiums were subsequently presented with the Öko-profit Certificate.

UNITED FOR THE ENVIRONMENT



SG Sonnenhof Großaspach are awarded their prize.

Shooting a video with German director Sönke Wortmann.



Environment at club level - the DFB Environmental Cup

Clubs were able to select suitable environmental protection measures from a catalogue of 90 ideas and collect points for every initiative they implemented, and more than 1,400 solutions for greater climate and environmental protection were applied as a result. The Cup strengthened the level of environmental commitment from clubs and saved 30,500 cubic metres of water and 900,000 kilograms of greenhouse gases. The DFB's partners also supported this initiative: DEKRA offered the clubs advice on being energy efficient, whilst McDonald's promoted the campaign and helped the clubs organise rubbish collection events. The 90 environmental tips for clubs will remain available on www.dfb.de.

Environment on television - the DFB's TV spot

The national team players and coach played the leading roles in the DFB's environmental TV campaign, as twin-brothers Lars and Sven Bender, together with Manuel Neuer, demonstrated the importance of separating rubbish correctly, while Jogi Löw asked his players to turn out the light. The TV spots were broadcast at half-time during Germany's international matches and DFB Cup games.

THE BUNDESLIGA TURNS GREEN

With more than 5.5 million kilowatt hours of clean electricity generated and at least 5.3 million kilowatt hours of electricity saved, clubs in the Bundesliga and Bundesliga 2 are taking responsibility for the environment and have implemented 77 environmental projects to date. These activities were collated in a study carried out by consultancy firm RölfsPartner and the findings were published in the DFL Environmental Report in April 2013.

DID YOU KNOW ...

... that 14,000 tonnes of carbon dioxide emissions are avoided each year as a result of the Bundesliga and Bundesliga 2's commitment to the environment?

WHAT HAPPENS NEXT

→ Issue of environmental protection to be anchored in the DFB commission
→ Refinement and implementation of the catalogue of environmental measures already developed

FURTHER INFORMATION

+ LINK 23 on www.dfb.de/nb2013
Green Goal 2011 Legacy Report
DFB Environmental Information
Bundesliga Environmental Report

Remembering the past

Dealing with the era of National Socialism is an enduring task for our country and all those who live here. The DFB links its remembrance of the victims of National Socialism with its efforts to tackle all forms of discrimination. Its message to the 6.8 million members of football clubs across Germany is a simple one: there is no place for racism, anti-Semitism or any other form of discrimination in football.

"Anyone who closes his eyes to the past is blind to the present." At the Auschwitz Memorial on 1 June 2012, DFB President Wolfgang Niersbach used these words from Richard von Weizsäcker to underline football's historical and social responsibility. Shortly before the start of UEFA EURO 2012, a DFB delegation including Joachim Löw, Lukas Podolski and Miroslav Klose paid their respects to the victims of Nazi terror by visiting the former concentration camp at Auschwitz. Amongst these victims was a German national player: Julius Hirsch, a Jewish footballer who was murdered at Auschwitz in 1943. Each year, the DFB awards the Julius Hirsch Prize in his honour, a prize that has become the most well known Holocaust remembrance initiative in football.

Many other activities are testament to the manner in which organised football in Germany recognises its historical responsibility, such as clubs reflecting on their history or fan clubs visiting memo-



rials. Many fans travelling to UEFA EURO 2012 in Poland and the Ukraine in 2012 and the UEFA U-21 European Championship in Israel in 2013 took the trips as an opportunity to deal with the past and the responsibilities incumbent upon them as a result. Studies, conferences and readings reflected upon the fates of players

such as Julius Hirsch and Gottfried Fuchs, another national team player persecuted for his Jewish faith. Remembrance comes from a sense of responsibility: football cherishes its tradition and preserves the memory, not just of titles and successes, but of the darkest chapters of its history, too.



»By founding the Julius Hirsch Prize, the DFB is calling on its member associations, clubs and the more than six million players, coaches, officials and particularly the young people in its ranks to challenge the discrimination and exclusion of people on the football pitch, in stadiums and in society as a whole.«

From the preamble to the Julius Hirsch Prize, 2005



Joachim Löw at the Auschwitz Memorial, June 2012.

RESEARCH AND REFLECTION

The DFB and its culture foundation support studies, conferences, exhibitions and other events for researching and communicating the history of football.

October 2011 Publication of Rolf Frommhagen's "The Other National Football Team" study about the selection of Germany's team of "Socialist-worker players" since 1924, which ended abruptly when the Nazis came to power in 1933.

June 2012 Publication of the "Food for Thought" brochure for fans attending EURO 2012 in Poland and the Ukraine, which provided an overview of memorials at tournament venues marking the National Socialist atrocities of the Second World War.

October 2012 Roger Repplinger reads from his book "Leg dich, Zigeuner" ("Lie down, gypsies") in Berlin to mark the inauguration of the Memorial to the Murdered Sinti and Roma. The book depicts the biographies of Sinto boxer Johann Trollmann, who was murdered at Neuengamme concentration camp in 1944, and HSV and Germany player "Tull" Harder.

June 2013 International conference held at the Tel Aviv Goethe Institute to reflect on the history of German-Jewish and German-Israeli football as part of the UEFA U-21 European Championship.

REMEMBRANCE AND COMMEMORATION

It is a unique project in elite sport: In December each year, Germany's current crop of U-18 national team players travels out to Israel for a tournament and visits the Yad Vashem Holocaust Memorial, with around 100 young DFB boys' and girls' footballers visiting Yad Vashem between 2010 and 2012 alone. Many of these players will eventually become first-team international footballers - and with it, ambassadors - for Germany.

»We came here to play football, but have gained much more than just sporting insight. It's important to learn from history.«

Pascal Itter, captain of the German U-18 national team, December 2012

DID YOU KNOW ...



... that Jewish national team player Gottfried Fuchs holds Germany's record for goals scored in a single game, scoring ten times in a 16-0 victory against Russia at the 1912 Olympic football tournament?

WHAT HAPPENS NEXT



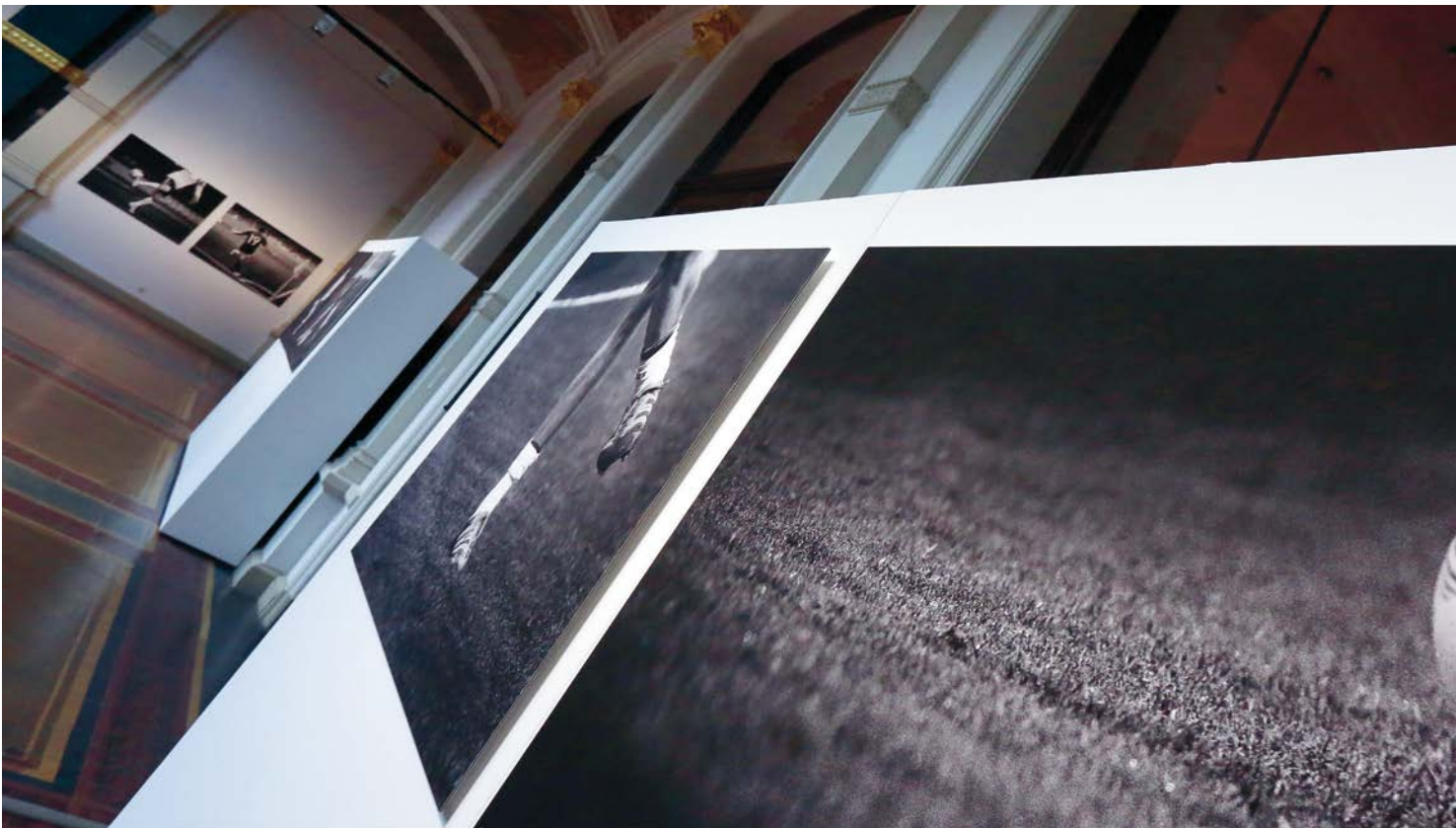
→ 10th anniversary of the Julius Hirsch Prize in 2014
→ Commissioning research into various aspects of the history of football in the DDR

FURTHER INFORMATION



+ **LINK 24** on www.dfb.de/nb2013
Julius Hirsch Prize
DFB Theo Zwanziger Culture Foundation
Football Under the Swastika, Nils Havemann

Football – a culture for everyone



Football is not just sport – it is a cultural asset. Its appeal is utilised by advertising firms and the media. It is a source of inspiration for performers, researchers and creative artists. The DFB's cultural foundation provides a space for addressing the many dimensions of this mass cultural phenomenon.

Football's status as a cultural phenomenon is largely a result of the 2006 FIFA World Cup, when the world's perception of Germany was fundamentally altered in just four weeks over the summer. The Germans discovered their irrefutable sense of merriment and a cheery, flag-waving patriotism as the world looked on in amazement. The "Fan Mile" became the buzzword of the year. Millions of people flocked to André Heller's Artistic and Cultural Programme, whilst hundreds of books, films, plays and exhibitions highlighted the wide range of connections between football and society.

All of this enabled the DFB to build on the legacy of the World Cup, establishing a cultural foundation to further illustrate to the public that football and its history are about more than just the score. During the FIFA Women's World Cup 2011, more than 200 events portrayed the past and present of women's football, both in Germany and internationally, whilst the cultural events surrounding UEFA EURO 2012 centred on the hosts, Poland and the Ukraine. With a range of photography exhibitions, plays, films, festivals, books and readings, the DFB is promoting not only art and culture within football but is also advocating democracy, human dignity, integration and understanding between peoples in accordance with its Statutes.

FOOTBALL'S INCREASING STATUS AS A CULTURAL ASSET

Books, films and pop culture in numbers



543

Jan Tilman Schwab's "Football in Film" encyclopaedia (Munich, 2006) documents 543 football films worldwide up to the year 2003.



3,883

As of 25 July 2013, an incredible 3,883 recordings of "football music, songs and tunes" have been stored on Trevor Wilson's database at www.fc45.de.



3,440

Many footballer biographies, club chronicles and season reviews are published each year, but other specialist publications are booming too. The "Football as a Cultural Asset" bibliography (Jürgen Schiffer, Cologne, 2004-2007) lists around 3,440 publications relating to culturally and scientifically significant aspects of football.



"Unter Spielern" ("Among Players") exhibition at Berlin's Martin-Gropius-Bau.

FIFA WOMEN'S WORLD CUP 2011 CULTURAL PROGRAMME

60 projects with more than 200 events were run as part of the DFB Cultural Foundation's programme of cultural events for the FIFA Women's World Cup 2011. These projects and events around the nine tournament venues reached a wide audience of all ages beyond the main event itself. "We wanted to involve as many people as possible from all walks of life and encourage them to get involved," said Dr Theo Zwanziger of the Foundation's aims. One particularly charming project was the Augsburg Puppet Theatre's children's play "Steffi - A Summer's Tale", in which Organising Committee president Steffi Jones played the title role in marionette form (see photo).



DFB CULTURAL FOUNDATION

Established in 2007, the DFB Theo Zwanziger Cultural Foundation facilitated around 150 in-house and promotional projects in the areas of art, culture, science and history between 2010 and 2013. These projects encompassed everything from small readings at clubhouses to large festivals held with the Goethe Institute or at the Frankfurt Book Fair.

EXHIBITIONS

Photographic artist Regina Schmeken depicted Germany's national team players from an entirely new perspective in her "Unter Spielern" ("Among Players") exhibition, displayed at Berlin's renowned Martin-Gropius-Bau from 16 October 2012 until 7 January 2013. More than 50,000 people visited the exhibition of 45 of Schmeken's large-scale black and white photos, comprising images of the national team's players taken in training and matches over the course of more than a year. The exhibition was made possible by the DFB Cultural Foundation and the Federal Government Commissioner for Culture and the Media.

FILMS

Each year, the "11mm" International Football Film Festival in Berlin presents an incredible range of films inspired by the world of football. With the assistance of the DFB Cultural Foundation, which has been the Festival's main sponsor for the past five years, "11mm" celebrated its tenth anniversary in March 2013. More than 50 feature films, documentaries, children's films and young adult films, including several national and world premieres, were played to more than 4,000 filmgoers at the 2013 Festival, and Swedish children's film "Fimpen" was chosen as the "Greatest Football Film of All Time".

DID YOU KNOW ...



... that Germany has had a national writers' football team since 2005 that has already contested 48 international matches?

WHAT HAPPENS NEXT



→ Cultural programme for the 2014 FIFA World Cup in Brazil to be developed in conjunction with the Federal Government Commissioner for Culture and Media and the Goethe Institute

FURTHER INFORMATION



+ LINK 25 onwww.dfb.de/nb2013
DFB Theo Zwanziger Cultural Foundation
Writers' national team
German Academy for Football Culture



Sönke Wortmann. Football and film.

Director Sönke Wortmann, 54, has committed some of the greatest moments in German footballing history to celluloid in the films “Das Wunder von Bern” (The Miracle of Bern) and “Deutschland. Ein Sommermärchen” (Germany. A Summer’s Tale). The former footballer has also directed TV spots for the DFB concerning integration, mini-pitches, environmental protection and volunteering. He is involved with the DFB Cultural Foundation and played for the writers’ national team.

Mr Wortmann, you have directed two films about football. One of the film’s titles contains the word “Miracle”, the other “Tale”. Does this mean football has wondrous powers?

I’ve never thought of it like that at all, but yes, football unites us all so in that way it has a tangible power. Football can also make individual players feel as though they have stepped into a fairy tale; for example, when a team have been striving to win a title for a very long time and finally manage it.

What do you associate with football culture?

Not much initially, but I think that, over time, more and more people have recognised that football is not just a game but a social force too, and something you have to get to grips with.

Which art form does football most closely resemble?

Probably not literature, but definitely film and theatre, not least because they are art forms that cannot be created by one person alone. Writing books is a solitary business, but to produce a film I need a team, usually with a similar hierarchy to that found in a football team. It’s significant that you have a director of a film, a play and a football team.

How did Jürgen Klinsmann react when you asked if you could make “Deutschland. Ein Sommermärchen”?

He was relatively open to the idea from the start and decided that the Confederations Cup 2005 would make a good test run for the film project as it had no relevance to the World Cup campaign, so we tried it to see whether I would be getting in the way. I didn’t, so it became clear that we should make the film. The test run was useful for the players, too.

Horst Eckel is one of two surviving players from the 1954 World Cup winning team, and advised you when shooting “Das Wunder von Bern”. What was it like to work with him?

Eckel was overjoyed about it and always modest, and that passion radiated from him all the time. He was 74 at the time and played football with us. I think shooting the film also brought the past to

life for him all over again. Eckel probably opened doors for us on that project too, as I had certainly encountered problems in convincing the DFB about the project. Their first reaction was: “No, you can’t do that; we can’t destroy the myth”. Discussions were difficult at the start.

The film has made the myth of ’54 even greater.

I think so too. After the film was complete and was so well received, those at the DFB who initially opposed the project saw that too.

Do you still play for the writers’ national team?

I’m no use to them anymore. I’m over 50 and have seen how my friends of a similar age can tear a muscle just by warming up, and I don’t want to do that to myself. I’ve got a great story to tell you, if you have time.

Of course.

The proceeds from “Sommermärchen” went to SOS Children’s Village, and eventually reached more than four million euros, which was enough to build a village in Brazil. We all visited the village and Bernd Schneider, the brilliant former German player, came with us. Naturally, there was a Germany versus Brazil football match, and about ten minutes into the game, Schneider – still an incredible player – danced past everyone, cut back, and all I had to do was tap in. I had myself substituted straight away afterwards, because it doesn’t get better than that: Germany versus Brazil, scoring off a pass from Bernd Schneider. I haven’t played football since.

Finally, let’s look ahead once more. How optimistic are you as we head into a World Cup year?

I’m really pleased with our team, they’re definitely among the hot favourites, but it’s all too easy to come up against Spain or Italy in the semi-final and lose. It always annoys me slightly whenever anyone says confidently that we’ll be world champions again. I still think about the 4-1 win over England and the 4-0 victory over Argentina at the last World Cup. That kind of football is a delight. In a way, that’s football culture.

Football knows no boundaries

Football connects peoples and nations; it is played all over the world and is more popular than any other sport. The game fosters communication between people of different cultures, but all too often the social power of football remains untapped because of a lack of money and/or expertise. This is where the DFB comes in.



Collaboration with associations

The DFB maintains long-term relationships with 14 national football associations and the Asian Football Confederation. These collaborations facilitate the exchange of knowledge and information as well as supporting coaching education.



International DFB coaching courses

For more than 25 years, the DFB has been training coaches from all continents as part of courses held in English and French. 204 participants have been awarded coaching certificates since 2010.

Football has unique opportunities to impact social and cultural development on every continent. Many Germans experienced the immense power of football first-hand during the “summer’s tale” of 2006, whilst in other countries, football also plays a particular role in developing national identities. The DFB brings its core competencies to bear in shaping these processes through training courses, advice and a wide range of collaborative projects.

The DFB’s development projects promote the establishment and development of professional football structures. Expertise is provided to enable associations to work independently in the areas of youth development or coaching education, for example. The DFB’s international coaching courses train ambitious coaches who can then pass on their knowledge to other coaches in their home countries and educate them in a similar way. Collaborations with other national football associations

and continental confederations build a framework for carrying out short-term and long-term projects to promote football across the globe.



Franco-German football friendship

For more than 40 years, the South Baden Football Association has been working with the Alsace Football Association, hosting numerous cross-border tournaments and even providing assistance with regular match operations. Each year, more than 400 league games are officiated by referees from the other association. The DFB and the French Football Association have also been partners for many years, and 50 French volunteers were able to experience the FIFA Women's World Cup 2011 with the support of the Franco-German Youth Association.



Deployment of DFB overseas experts

In collaboration with the German Foreign Office and the German Olympic Sport Association, the DFB deploys its overseas experts as part of short-term and long-term projects in developing and emerging countries, from Honduras to the Philippines.



Westphalia and Namibia - closely connected

Since 1995, the Westphalia Football and Athletics Association has maintained close links with Namibia. A comprehensive development project has been established based on a regular youth exchange programme, including school twinning, sponsorships, continuing education and the provision of sports equipment. Since 2008, DFB coach Klaus Stark has led a long-term project there. The construction of a women's and girls' centre for Namibian national team players is planned for 2014 in association with the German Society for International Cooperation (GIZ).



DFB ambassadors

On behalf of the Foreign Office, the student national team travels to developing and emerging countries every two years to promote Germany as a friendly nation. They hold international benefit matches and visit social football projects. The team visited Brazil in June 2013.

- Bilateral Memorandum of Understanding
- Long-term projects in association with the German Foreign Office
- DFB Media projects

DID YOU KNOW ...



... that the DFB held its first official event in Pyongyang, North Korea, ahead of the FIFA Women's World Cup 2011?

WHAT HAPPENS NEXT



→ Grassroots sport programme in Brazil and Afghanistan, as well as breaking ground for the construction of a women's and girls' football centre in Namibia, in association with the German Federal Ministry for Economic Cooperation and Development (BMZ) and the GIZ.

FURTHER INFORMATION



+ LINK 26 on www.dfb.de/nb2013
International Relations homepage
International coaching courses
International Sports Promotion brochure

Sissy Raith. My greatest challenge.

Sissy Raith, 53, former national team player, two-time European champion, four-time German champion, five-time German Cup winner and coach of Bayern Munich's women's team and TSV Eching's men's team, speaks about her time in Azerbaijan.



Sissy Raith: "We have achieved a lot."

I was definitely tempted by the adventure; I wanted to try something crazy and perhaps even something impossible. In May 2010, when I arrived in Baku, the biggest city in the former Soviet republic of Azerbaijan with a population of more than two million, it wasn't even the case that only a few women played football. Absolutely no women or girls played in organised competitions, and although football has always been a part of my life, Azerbaijan was my greatest challenge.

At that time, FIFA had just awarded a Women's World Cup to the Azerbaijan Football Association (AFFA), and they were due to host a U-17 Girls' World Cup in September 2012. The only setback was that in the spring of 2010, there was hardly a single female footballer in Azerbaijan.

We wrote to schools to ask if we could hold trial training sessions, and if we got permission to do so, we would be in the playground with the bus in no time. For three months, we travelled up and down the country in a little bus. Eventually we found eight promising players who we nominated for the first U-15 national team training course.

The country's main religion is Islam. Was there resistance against women's football? Yes, definitely. I'm a football coach, not a sociologist, but my perception was that this resistance wasn't so much religious as it was culturally engrained. Women are still being forced into marriage in the countryside. Their role is in the family, so the idea that a woman would go to football training wasn't part of the Azerbaijan worldview at all. There was little room for sport, let alone football, in this antiquated understanding of social roles. I became determined to change that.

The fantastic support of AFFA General Secretary Elkhan Mammadov was crucial. With a lot of perseverance, we managed to convince those responsible that awarding the World Cup to Azerbaijan was not enough in itself to provide a lasting foundation for women's football there. By October 2010 we had already set up a two-tier league, each with eight teams, for U-17 girls, and a three-tier league for U-15 girls was added later on. We founded an academy in Baku for the girls' national team where the girls could train under proper conditions and where they could live, too.

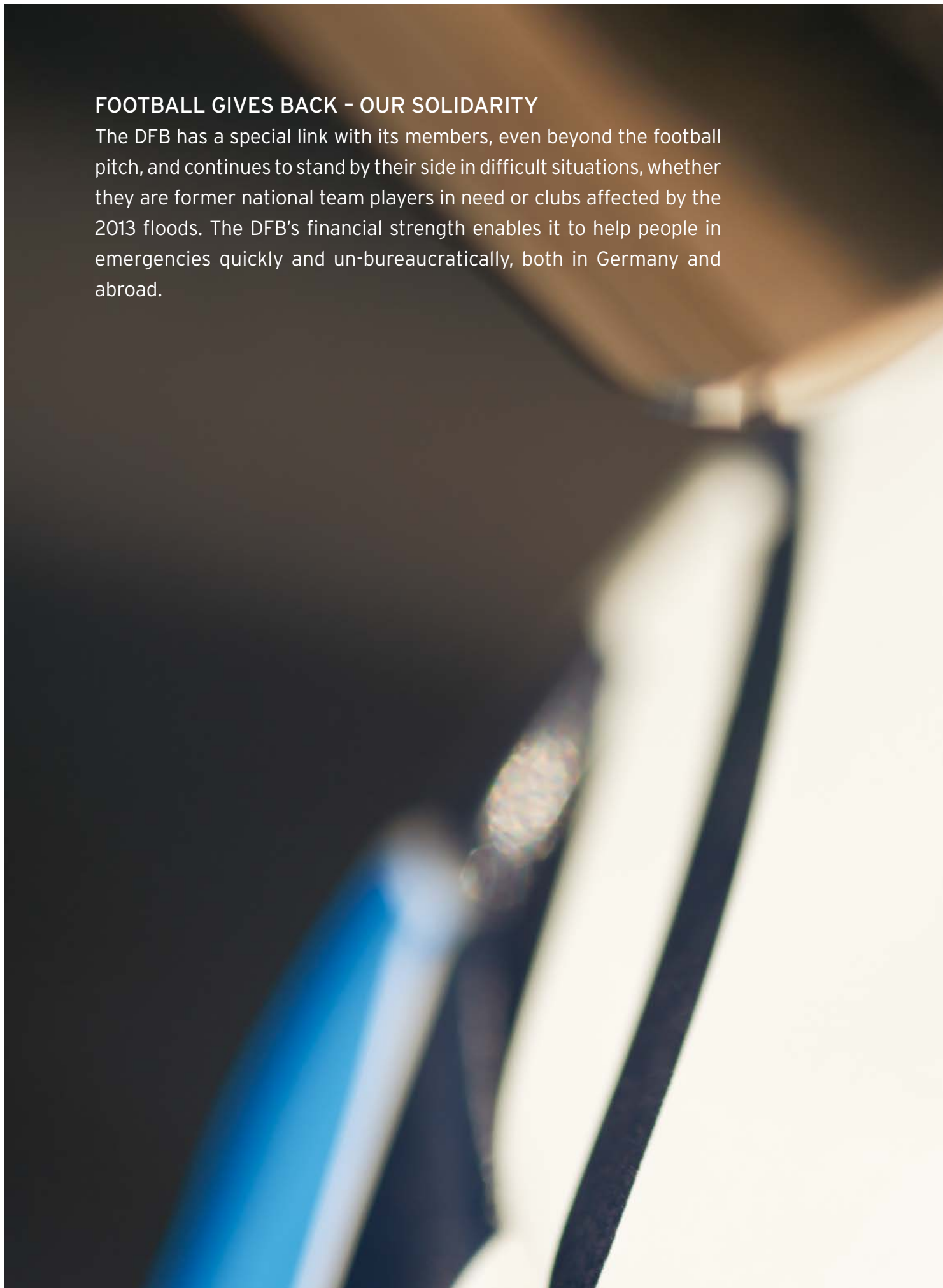
After the World Cup, the media in Germany reported that Azerbaijan's U-17 girls' team was the first host of a FIFA World Cup to exit the tournament without scoring a single point or goal. That really hurt, because everyone had worked so hard, and in fact, we had achieved an unbelievable amount.

My time in Azerbaijan came to a close at the end of 2012. I couldn't spend any longer away from Germany; my mother needed my support. It would have broken my heart if the project had ended, but it continues under the guidance of Spanish coach Patricia Gonzalez. The players from Baku still write to me regularly, which makes me very emotional each time.



FOOTBALL GIVES BACK - OUR SOLIDARITY

The DFB has a special link with its members, even beyond the football pitch, and continues to stand by their side in difficult situations, whether they are former national team players in need or clubs affected by the 2013 floods. The DFB's financial strength enables it to help people in emergencies quickly and un-bureaucratically, both in Germany and abroad.



4

AREA



Football provides a future – Living in solidarity



DFB honorary president Egidius Braun's motto for life – "Football is about more than just the score" – still rings true for football today, with clubs and football associations committed to social and socio-political causes beyond their traditional core activities. Each year, the DFB and League Association contribute more than five million euros to foundation work.

The DFB's commitment to society encompasses a wide range of projects, both national and international, big and small, whether by running in-house projects or providing support for third-party initiatives. Despite the diversity of these projects, they have one thing in common: making use of the opportunities that football provides to help others.

A great deal of this work is done through the DFB Sepp Herberger Foundation, the DFB Egidius Braun Foundation and the DFB Theo Zwanziger Cultural Foundation. The efforts of these foundations are financed almost entirely by the DFB, with a significant proportion of funding coming from the international benefit match played by the national team every two years. All profits from these matches – around five million euros per match – are shared between the three DFB foundations and the Bundesliga Foundation. The Robert Enke Foundation and the Fritz Walter Foundation also receive financial support from these matches. In addition, all proceeds from the administrative fines and

contractual penalties levied by the DFB are distributed to the foundations at the end of each year. In 2012, this generated an additional 1.3 million euros for social causes.

An increasing number of DFB member associations, the League Association, sub-regional associations, professional and smaller amateur clubs as well as current and former national team players bundle their social commitments into their own foundations. To ensure that these foundations can work together even more effectively in the future, the DFB foundations and the Bundesliga Foundation invited representatives from all foundations to meet in Jena on 1-2 October 2013.

The Hesse Football Association (HFV) has also recognised the opportunities that foundations provide. In 2007, the HFV founded the Hesse Football Social Foundation with the aim of implementing and promoting social activities in football, with particular emphasis on measures aimed at preventing violence and promoting tolerance and integration.



DFB Sepp Herberger Foundation

To mark the 80th birthday of legendary national team coach Sepp Herberger in 1977, the DFB established a foundation in his name. After the death of Eva Herberger, the Foundation became the legal successor of the couple, who had no children. The Foundation inherited their personal assets, enabling it to support members of the football family who are in need of assistance, amongst other causes.

Basic Foundation assets: 500,000 euros

Annual budget: approximately 1 million euros

Focus areas: DFB social work for footballers in need, disability football, social rehabilitation, collaboration with schools and clubs



DFB Egidius Braun Foundation

The Foundation was established in 2001 as a successor to the DFB Sport Support Association, in homage to current DFB honorary president Egidius Braun, who made a decisive contribution to the DFB's social and socio-political work. Braun's motto for life - "Football is about more than just the score" continues to be a guiding principle for the Foundation's work.

Basic Foundation assets: 500,000 euros

Annual budget: approximately 3 million euros

Focus areas: aid projects in Mexico, Eastern Europe and Africa, football holiday camps, KINDERTRÄUME (Children's Dreams) social campaign



DFB Theo Zwanziger Cultural Foundation

The DFB Theo Zwanziger Cultural Foundation was established in 2006 after the World Cup's Artistic and Cultural Programme drew to a close.

The Foundation supports art and culture projects and initiatives addressing the history of football, with a particular focus on relations with Israel.

Basic Foundation assets: 250,000 euros

Annual budget: approximately 300,000 euros

Focus areas: promoting art and culture in football, football history



Bundesliga Foundation

The Bundesliga Foundation was established in 2008 with the objective of grouping and expanding upon the existing social activities carried out by the League Association and DFL, and to bring all professional football commitments together under one roof. The Foundation's programmes have a long-term emphasis and are focused in four key areas: 'children', 'people with disabilities', 'integration' and 'athletes in other sports'.

Basic Foundation assets: 1 million euros

Annual budget: 2.44 million euros

Focus areas: children, people with disabilities, integration, athletes in other sports

The DFB is also involved in the Robert Enke Foundation, the Fritz Walter Foundation and the Citizens for Citizens Foundation. The Association also collaborates with many other foundations on specific projects.

DID YOU KNOW ...



... that the national team's players donate 100,000 euros a year to the DFB Egidius Braun Foundation's KINDERTRÄUME (Children's Dreams) campaign?

WHAT HAPPENS NEXT



– Implementation of agreements arising from the meeting of football foundations that took place in October 2013 – further dialogue and networking

FURTHER INFORMATION



+ LINK 27 on www.dfb.de/nb2013

Homepages for all foundations

Dialogue forum outcomes

Information about cooperation partners

Football provides a future – Current examples



This selection of projects illustrates the diverse nature of the projects carried out by the DFB and League Association's foundations.

Mexico-Hilfe – a shining example of sustainability

Mexico-Hilfe (Mexico Aid) originated during the FIFA World Cup in Mexico in 1986. Moved by the hardship and misery there, particularly when visiting the “Casa de Cuna” orphanage in Querétaro, the then leader of the German delegation and later DFB President Egidius Braun and the German national team decided to establish a relief organisation. Today, this project remains one of the most significant commitments undertaken by the DFB foundation later named in Braun's honour. Since the 1990s, projects have been implemented in conjunction with the “Sternsinger” children's mission agency, and have helped to support a children's home, street children projects, schools and kindergartens. In February 2013, Egidius Braun received the “Mexicana del Águila Azteca” medal from the Mexican Ambassador to Germany in honour of his efforts.

Budget: 225,000 euros

Olympic and Paralympic Elite Youth Development

Football is supporting German Sports Aid in the area of elite youth development. Since July 2013, the Bundesliga Foundation has assumed responsibility for supporting all athletes in the elite youth development programme, representing a significant expansion of the support the Foundation has provided since 2008. The Foundation's direct financial assistance for around 150 promising young athletes totalling 600,000 euros and the DFL's media activities for Olympic sports form the flagship projects of the 'athletes in other sports' focus area. This programme has been expanded with the addition of 100,000 euros of financial support from the DFB Egidius Braun Foundation for up to 25 of Germany's most promising young Paralympic athletes.

Budget: 700,000 euros

German Football Social Programme

The bequest amount transferred to the DFB Sepp Herberger Foundation is managed separately from the Foundation's other assets and is intended to be used primarily to support players and their families in need of support during emergency situations or financial difficulties. This was the wish of Sepp Herberger, a wish that the Foundation is still putting into practice by providing swift, considerate and discreet support.

Budget: decided on a case-by-case basis

Support in Eastern Europe

The DFB Egidius Braun Foundation continues the DFB's involvement in Eastern Europe - including in Poland, Ukraine, Latvia and Bulgaria - from where it began in the 1990s. The DFB provides support for local facilities in association with the "Sternsinger" children's mission agency, for projects such as the "Children's Palace of Culture" and Children's Hospital No. 16 for children battling cancer in Kharkiv, Ukraine.

Budget: 135,000 euros



German Workshop Championship for Disabled People

Since 2000, the foundations have supported this football competition for disabled people, which since 2008 has gone by the name of the "German Workshop Football Championship for Disabled People". The DFB Sepp Herberger Foundation hosts this major annual nationwide tournament for physically and mentally handicapped workshop footballers together with the Federal Working Group for Workshops for Disabled Persons, the German National Paralympic Committee and Special Olympics Germany, and more than 250 players from around 700 federal workshops take part each year.

Budget: 90,000 euros

Football Holiday Camps

Football holiday camps are a core in-house project implemented by the DFB Egidius Braun Foundation. The Foundation rewards demonstrably high-quality, integration-focused youth work in small clubs by financing football holiday camps. These camps are intended to support children's further development and give them closer ties to their football club. As a result, camp programmes include not only football, but also experience and leisure-based educational offerings and campaigns from the Federal Centre for Health Education. Overall, 121 clubs across Germany participate in the project every year.

Budget: 775,000 euros

"Accessibility in Stadiums"

One of the Bundesliga Foundation's main tasks is to support people with disabilities by providing them with access to both passive and active sporting experiences. The Foundation's flagship project in this regard is a guidebook for disabled people, "Accessibility in Stadiums", that provides an overview of access for wheelchair users and blind guests at Bundesliga, Bundesliga 2 and Third League stadiums. The online version of this guidebook has been available on www.barrierefrei-ins-stadion.de since 2013.

Budget: 90,000 euros

DID YOU KNOW ...



... that the U-17 national team played a 'home game' at the FIFA U-17 World Cup 2011 in Mexico? Since the Mexican fans were all aware of the DFB's "Mexico-Hilfe" (Mexico Aid) campaign, they cheered the German team as if it were their own.

WHAT HAPPENS NEXT



→ Stepping up involvement in Brazil to mark the 2014 FIFA World Cup

FURTHER INFORMATION



+ LINK 28 on www.dfb.de/nb2013

Details of all foundation projects
Information about all cooperation partners



Bülent. There's a lot of football in here.

For two years and six months, Bülent (name changed) was confined to a small cell measuring nine square metres. During his last year at the Hameln young offenders' institute, he was lucky enough to participate in the "Kick Off a New Life" programme. The DFB Sepp Herberger Foundation has been involved in rehabilitating offenders since 1977, and has been running the "Kick Off" project since 2008, since when eight federal states have joined the initiative. Bülent talks about the benefits of football for prison inmates.

Bastian Schweinsteiger is my favourite player, because he's got a good eye for the ball and is still very down-to-earth. There's a lot of football in here; I'd estimate that 80 per cent of us are interested in football. You let off your frustrations when you win as well as when you lose. I'm a defensive midfielder myself. Football gives me a lot of strength.

The Herberger Foundation started the "Kick Off" project a year ago. I was there from the very first day because of my good conduct and the fact that I haven't failed any drugs tests. We were being trained as coaches for children's teams. At the end of every summer, the "Kick Off" teams from across Germany meet for a final tournament. The journey is a considerable effort because we can't stop at any service stations for a toilet break on the way, so we stop at prisons instead. We won the tournament in Berlin, but didn't do so well this time. The collaboration with the Federal Labour Office is great - I've received a lot of letters from them. When I get out, I'll be starting in my cousin's company as a welder.

But the best thing was being given unaccompanied temporary release privileges. For the last five months, I have been training once a week with a Kreisliga club, and I go there and come back on my own, which has done me good. I was outside again and had to act responsibly.

I was sent to Hameln after being convicted of robbery and assault, having been arrested when I was 18. I had a completely normal upbringing; I wasn't abused - in fact, I was the favourite child. When I turned 15, I no longer wanted to have to ask my parents for something new. My father retired early, so every penny was counted. At first I "skinned" my classmates; that is, I took their phones and money.

We often had as much as 1,000 or 1,500 euros, but after two days we would have spent the lot on clothes - always branded stuff - and clubbing. We went to Holland a lot. Then I got to know two or three lads who thought along the same lines as I did. We robbed taxis and then amusement arcades, always with a baseball bat in hand. We got in, grabbed the money and got out. Eventually, the police caught us.

I've had a lot of time to reflect while I've been here at the young offenders' institute. Before, I always wanted respect and recognition, and you can get it that way, but it doesn't last long. I'm married; my wife has stood by me while I've been in here. I want to build a life for myself now.

»The football, the project and the privileges helped me to see things clearly for myself.«

I had a lot of friends before, and they were more than friends - they were brothers. If they wanted something, they got it straight away. Instantly. Now I'm in here, and they haven't once written to me. It cost 55 cents to start with and now it's 58 cents. I've had temporary release privileges for five months and have bumped into a couple of old friends during that time - all I said to them was "Get away from me". All of it - the football, the project and the privileges - has helped to see things clearly for myself. My wife and I are starting something new. It'll take more than one or two years, and I won't earn as much money as before, but maybe one day. In any case, I'll do all I can to make sure things don't end up as they were before.



FOR ANYONE WHO WANTS TO KNOW MORE - OUR SERVICE OFFERING

In this section we offer interested readers an opportunity to learn more about all of the issues discussed in this report in further detail, with an overview of our contacts, an online collection of links (www.dfb.de/nb2013) and a list of our cooperation partners. This Sustainability Report has been prepared in accordance with Global Reporting Initiative guidelines. The relevant parts of the text are noted in the GRI Index.



Contacts

The main bodies in German football



Deutscher Fußball-Bund

Otto-Fleck-Schneise 6
60528 Frankfurt/Main
Internet: www.dfb.de



League Association / DFL

Guillettstraße 44-46
60325 Frankfurt/Main
Internet: www.bundesliga.de



DFB Sepp Herberger Foundation

Sövenner Straße 50
53773 Hennef
Internet: www.sepp-herberger.de

DFB Egidius Braun Foundation

Sövenner Straße 50
53773 Hennef
Internet: www.dfb-stiftung-egidius-braun.de

DFB Theo Zwanziger Cultural Foundation

Otto-Fleck-Schneise 6
60528 Frankfurt/Main
Internet: www.dfb-kulturstiftung.de

Bundesliga Foundation

Eschersheimer Landstraße 10
60322 Frankfurt/Main
Internet: www.bundesliga-stiftung.de

North German Football Association

Franz-Böhmert-Straße 1b
28205 Bremen
Tel: 0421/22230-0
Fax: 0421/22230-10
E-Mail: info@nordfv.de
www.nordfv.de

Schleswig-Holstein Football Association

Winterbeker Weg 49
24114 Kiel
Tel: 0431/6486158
Fax: 0431/6486193
E-Mail: info@shfv-kiel.de
www.shfv-kiel.de

Hamburg Football Association

Jenfelder Allee 70a-c
22043 Hamburg
Tel: 040/675870-0
Fax: 040/675870-90
E-Mail: info@hfv.de
www.hfv.de

Bremen Football Association

Franz-Böhmert-Straße 1b
28205 Bremen
Tel: 0421/791660
Fax: 0421/7916650
E-Mail: info@bremerfv.de
www.bremerfv.de

Lower Saxony Football Association

Schillerstraße 4
30890 Barsinghausen
Tel: 05105/750
Fax: 05105/75156
E-Mail: info@nfv.de
www.nfv.de

West German Football and Athletics Association

Friedrich-Alfred-Straße 11
47055 Duisburg
Tel: 0203/7172-0
Fax: 0203/7172-2010
E-Mail: wflv@wflv.de
www.wflv.de

Lower Rhine Football Association

Friedrich-Alfred-Straße 10
47055 Duisburg
Tel: 0203/7780-0
Fax: 0203/7780-207
E-Mail: info@fvn.de
www.fvn.de

Middle Rhine Football Association

Sövenner Straße 60
53773 Hennef
Tel: 02242/91875-0
Fax: 02242/91875-55
E-Mail: fvm@fvm.de
www.fvm.de

Westphalia Football and Athletics Association

Jakob-Koenen-Straße 5
59174 Kamen
Tel: 02307/3710
Fax: 02307/371526
E-Mail: zentrale@flvw.de
www.flvw.de

South West Regional Football Association

Villastraße 63a
67480 Edenkoben
Tel: 06323/94936-58
Fax: 06323/94936-99
E-Mail: frv@swfv.de
www.frv-suedwest.de

Rhineland Football Association

Lortzingstraße 3
56075 Koblenz
Tel: 0261/135130
Fax: 0261/135137
E-Mail: info@fv-rheinland.de
www.fv-rheinland.de

Saarland Football Association

Hermann-Neuberger-Sportschule 5
66123 Saarbrücken
Tel: 0681/388030
Fax: 0681/3880320
E-Mail: info@saar-fv.de
www.saar-fv.de

South West German Football Association

Villastraße 63a
67480 Edenkoben
Tel: 06323/94936-40
Fax: 06323/94936-41
E-Mail: info@swfv.de
www.swfv.de

South German Football Association

Brienner Straße 50
80333 München
Tel: 089/5426060
Fax: 089/54260620
E-Mail: sfv@bfv.de
www.sfv-muenchen.de



Hesse Football Association

Otto-Fleck-Schneise 4
60528 Frankfurt/Main
Tel: 069/677282-0
Fax: 069/677282-238
E-Mail: info@hfv-online.de
www.hfv-online.de

Baden Football Association

Sepp-Herberger-Weg 2
76227 Karlsruhe
Tel: 0721/409040
Fax: 0721/4090424
E-Mail: info@badfv.de
www.badfv.de

South Baden Football Association

Schwarzwaldstraße 185a
79117 Freiburg
Tel: 0761/2826911
Fax: 0761/2826919
E-Mail: info@sbfv.de
www.sbfv.de

Württemberg Football Association

Goethestraße 9
70174 Stuttgart
Tel: 0711/227640
Fax: 0711/2276440
E-Mail: info@wuerttfv.de
www.wuerttfv.de

Bavarian Football Association

Brienner Straße 50
80333 München
Tel: 089/542770-0
Fax: 089/527157
E-Mail: bfv@bfv.de
www.bfv.de

North East German Football Association

Fritz-Lesch-Straße 38
13053 Berlin
Tel: 030/97172850
Fax: 030/97172852
E-Mail: Sekretariat@nofv-online.de
www.nofv-online.de

Mecklenburg-Vorpommern Sub-Regional Football

Kopernikusstraße 17a
18057 Rostock
Tel: 0381/12855-0
Fax: 0381/12855-22
E-Mail: info.lfv-mv@t-online.de
www.lfv-mv.de

Saxony-Anhalt Football Association

Friedrich-Ebert-Straße 62
39114 Magdeburg
Tel: 0391/850280
Fax: 0391/8502899
E-Mail: info@fsa-online.de
www.fsa-online.de

Berlin Football Association

Humboldtstraße 8a
14193 Berlin
Tel: 030/896994-0
Fax: 030/896994-22
E-Mail: info@berliner-fussball.de
www.berliner-fussball.de

Brandenburg Sub-Regional Football

Dresdener Straße 18
03050 Cottbus
Tel: 0355/4310220
Fax: 0355/4310230
E-Mail: geschaeftsstelle@flb.de
www.flb.de

Thuringian Football Association

Augsburger Straße 10
99091 Erfurt
Tel: 0361/347670
Fax: 0361/3460635
E-Mail: info@tfv-erfurt.de
www.tfv-erfurt.de

Saxon Football Association

Abtnaundorfer Straße 47
04347 Leipzig
Tel: 0341/337435-0
Fax: 0341/337435-11
E-Mail: info@sfv-online.de
www.sfv-online.de

Cooperation Partners

Working with German football's main bodies

The Deutscher Fußball-Bund and its partners from the worlds of politics, civil society, science and sport combine knowledge and resources in order to utilise the potential of football. Below is an overview of these partners in alphabetical order:

A

- Administrative Professions Association
- Against Oblivion - For Democracy
- Alliance for Democracy and Tolerance
- Alliance against Depression in the Hanover Region
- Asian Football Confederation
- Association of Football Federations of Azerbaijan

C

- Catholic Church in Germany
- Central Council of Muslims in Germany
- Central Council of German Sinti and Roma
- Chinese Football Association
- Conference of the State Sports Ministers

D

- DIE ZEIT

E

- Evangelical Church in Germany

F

- Fan Project Coordination Office
- FARE Network
- Federación Nacional Autónoma de Fútbol de Honduras
- Fédération Française de Football
- Federal Anti-Discrimination Agency
- Federal Government Commissioner for Migration, Refugees and Integration

- Federal Government Commissioner for Culture and Media
- Federal Labour Office
- Federal Agency for Migration and Refugees
- Federal Working Group for Workshops for Disabled Persons
- Federal Institute of Sports Science
- Federal Chancellery
- Federal Ministry of Finance
- Federal Ministry of the Interior
- Federal Ministry for Families, Senior Citizens, Women and Youth
- Federal Ministry for Economic Cooperation and Development
- Federal Citizen Involvement Network
- Federal Centre for Health Education
- Federal Centre for Political Education
- FIFA
- Foreign Office
- Football Federation Australia
- Football Federation of Kazakhstan
- Football Union of Russia
- Frankfurt Book Fair
- Franz Beckenbauer Foundation
- Fritz Walter Foundation
- Franco-German Youth Association

G

- German Federal Foundation for the Environment
- German Society for International Cooperation
- German Society for Psychiatry, Psychotherapy and Neurology
- German School Sports Foundation
- German Youth Sports Association

- German National Paralympic Committee
- German Association for the Blind and Visually Impaired
- German Olympic Sports Association
- German Association of Towns and Municipalities
- German Red Cross
- Goethe Institute
- Global Ethic Foundation

H

- Hannelore Kohl Foundation
- Humboldt University Berlin

I

- Institut Integration durch Sport und Bildung e.V. at Carl von Ossietzky University, Oldenburg
- Interkultureller Rat in Deutschland e.V.
- Interpol





J ____

■ Japan Football Association

L ____

■ Leibniz University Hanover

■ Libyan Football Federation

M ____

■ Mental Health Action Alliance

N ____

■ Namibia Football Association

■ National Anti-Doping Agency
Germany

■ "Never Again! Day of Remembrance
in German Football" initiative

Ö ____

■ Öko-Institut e.V.

P ____

■ Polish Football Association

■ Professional Footballers' Association

R ____

■ Robert Enke Foundation

S ____

■ Saarland University

■ Show Racism the Red Card -
Deutschland e.V.

■ State Volunteering Agency

■ South African Football Association

■ Special Olympics Germany

■ Sportradar

■ Sport and Politics United Against
Right-Wing Extremism Advisory
Network

T ____

■ Technical University of Aachen

■ The Israel Football Association

■ Transparency International
Deutschland e.V.

U ____

■ UEFA

■ United Arab Emirates Football
Association

■ Uwe Seeler Foundation

W ____

■ World Anti-Doping Agency



GRI – Content Index

GRI (Core indicators in accordance with G3.1 guidelines)		Level of reporting Reference / Direct response	
Strategy and Analysis			
1.1	Statement from the most senior decision-maker of the organisation	Full	p. 3
1.2	Description of key impacts, risks and opportunities	Low priority	
Organisational profile			
2.1	Name of the organisation	Full	p. 99
2.2	Primary brands, products and/or services	Full	p. 10-11, 12-13
2.3	Organisational structure	Full	p. 10-11, 14-15
2.4	Organisation headquarters	Full	p. 99
2.5	Countries in which the organisation operates	Full	p. 10-11
2.6	Nature of ownership and legal form	Full	p. 10-11
2.7	Markets served	Full	p. 10-11
2.8	Size of organisation	Full	Back cover – financial data not reported; see DFB Report by the President and General Secretary
2.9	Changes to size, structure or ownership	Full	p. 10-11
2.10	Awards / certifications received	Full	p. 8-9
Report parameters			
3.1	Reporting period	Full	Back cover
3.2	Publication date of most recent report	Full	Back cover
3.3	Reporting cycle	Full	Back cover
3.4	Contact person	Full	p. 99
3.5	Process for defining report content	Full	Back cover, p. 8-9
3.6	Boundary of the report	Full	Back cover
3.7	Limitations to the scope of the report	Full	Back cover
3.8	Joint ventures, subsidiaries	Full	DFB-Wirtschaftsdienst GmbH and DFB-Online GmbH are not included in this report; see DFB Report by the President and General Secretary
3.9	Data measurement	Full	The respective data sources are named in this report. The accuracy of data and content is reviewed in accordance with normal controlling standards such as the dual control principle
3.10	Restatement of information provided in previous reports	Full	First report
3.11	Changes to scope, boundary or measurement methods of the report	Full	First report
3.12	GRI Content Index	Full	p. 96-97
3.13	Assurance of report by an external party	Full	No external assurance has been sought, yet DFB was supported by Deloitte and Stakeholder Reporting in preparing the report
Governance, commitments and engagement			
4.1	Governance structure of the organisation	Full	p. 10-11, 14-15
4.2	Indication of whether Chairman is also an executive officer	Full	p. 10-11, 14-15
4.3	Independent members of highest governance body	Full	p. 10-11
4.4	Processes for shareholders and employees to provide recommendations to the highest governance body	Full	p. 10-11, 14-15
4.5	Remuneration of highest governance body linked to organisation's performance	Full	See DFB Report by the President and General Secretary
4.6	Processes for avoiding conflicts of interest in highest governance body	Full	p. 10-11 – employee code of conduct also applies
4.7	Qualifications of members of highest governance body, including sustainability issues	Full	The performance of DFB management, including sustainability issues, is determined by the steering committee (Präsidium).
4.8	Statements of mission or values, codes of conduct and principles	Full	p. 12-15
4.9	Procedures of the highest governing body for overseeing sustainability performance	Full	p. 14-15 – sustainability issues are discussed in the weekly management jour fixe
4.10	Processes for evaluating the sustainability performance of the highest governing body	Full	See DFB Report by the President and General Secretary
4.11	Precautionary principle	Full	p. 8-9, 12-17
4.12	External agreements, principles or initiatives	Full	p. 12-15, 56-57, 60-61, 70-71, 84-87, 94 – DFB has signed the Diversity Charter (Charta der Vielfalt)
4.13	Memberships	Full	p. 10-13, 94
4.14	Stakeholder groups	Full	p. 8-17, 94
4.15	Selection of stakeholders	Full	The DFB is in a continuous dialogue with a number of stakeholders. The selection is issue-specific.
4.16	Approaches to stakeholder engagement	Full	p. 8-17
4.17	Topics and concerns raised by stakeholders	Full	p. 8-12, 94-95
Economic performance indicators			
	Management approach	Full	p. 8-11, 18-19
EC1	Direct economic value generated and distributed	Full	Back cover – otherwise see DFB Report of the Treasurer
EC3	Coverage of defined benefit plan obligations	Full	p. 12-15
EC4	Financial assistance received from government	Full	The DFB did not receive significant financial assistance from government
EC7	Procedures for hiring local employees	Full	Hiring was solely based on individual qualification; no other characteristics were of any importance.

Environmental performance indicators			
	Management approach	Full	p. 8-11, 18-19
EN5	Energy saved due to conservation and efficiency improvements	Full	p. 70-71
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Full	p. 12-15, 70-71
EN16	Total direct and indirect greenhouse gas emissions	Full	p. 70-71
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Full	p. 14-15, 70-71
EN23	Total number and volume of significant spills	Full	p. 70-71
EN26	Initiatives to mitigate environmental impacts	Full	p. 12-15, 70-71
EN28	Sanctions for non-compliance with environmental laws	Full	There have been no sanctions for non-compliance with environmental laws
EN30	Total environmental protection expenditures and investments	Full	p. 12-15, 70-71, DFL Environmental Report
Social performance indicators: labour practices and decent work			
	Management approach	Full	p. 8-11, 18-19
LA1	Total workforce	Full	Back cover, p. 14-15
LA2	New employee hires and employee turnover	Partial	p. 14-15
LA10	Employee training	Partial	p. 14-15
LA11	Programs for skills management and lifelong learning	Full	p. 14-15
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	Full	p. 14-15
LA14	Ratio of basic salary and remuneration of women to men	Full	There is no difference by gender
LA15	Rate of employee return after parental leave	Full	p. 14-15
Social performance indicators: human rights			
	Management approach	Full	p. 8-11, 18-19
HR2	Suppliers, contractors and other business partners that have undergone human rights screening	Full	p. 16-17 - Screening takes place during preamble to partner agreements as well as through the central contracts office in the case of procurement contracts
HR4	Total number of incidents of discrimination and corrective actions taken	Full	There have been no incidents of discriminations of knowledge to the DFB. Anti-discrimination policy is part of DFB employee code of conduct
HR6	Child labour risk	Full	p. 16-17
HR7	Forced and compulsory labour risk	Full	p. 16-17
HR11	Number of grievances filed relating to human rights	Full	No grievances related to human rights were received. Related requests have been put forward to our partners
Social performance indicators: social			
	Management approach	Full	p. 8-11, 18-19
S01	Impact on the community	Full	These descriptions are given in the individual topics covered by action areas 1-4
S02	Business units analysed for risks related to corruption	Full	p. 12-13
S03	Training in anti-corruption policies and procedures	Full	p. 12-15, 54-55
S05	Participation in public policy development and lobbying	Full	p. 12-13 - issue-specific discussions are taking place with government representatives
S06	Contributions to political parties, politicians and related institutions	Full	There have not been any contributions
S07	Legal actions for anti-competitive behaviour	Full	There have not been any legal actions
S08	Sanctions for non-compliance with laws and regulations	Full	p. 12-13 - There have not been any sanctions
S010	Prevention and mitigation measures	Full	p. 12-15, 44-45, 70-71
Social performance indicators: product responsibility			
	Management approach	Full	p. 8-11, 18-19
PR1	Health and safety impacts during product life cycle	Full	p. 14-15, 60-61
PR2	Health and safety incidents	Full	There have been no incidents
PR3	Legally prescribed product and service information	Full	All legally prescribed information requirements have been fulfilled
PR4	Incidents regarding product and service information and labelling	Full	There have been no incidents
PR5	Customer satisfaction	Full	Surveys are completed by hospitality guests at international matches
PR6	Marketing standards	Full	All legal requirements have been met
PR7	Marketing incidents	Full	There have been no incidents
PR8	Breaches of customer data protection	Full	p. 12-13 - There have been no incidents
PR9	Sanctions against provision of products and services	Full	There have been no incidents
Social performance indicators: event organisation			
E01	Direct economic impacts and value creation as a result of sustainability initiatives	Full	p. 26-27, 70-71 - See also FIFA Women's World Cup 2011 Legacy Report
E02	Percentage of sustainable transport options used	Full	p. 26-27, 70-71 - See also FIFA Women's World Cup 2011 Legacy Report
E03	Environmental and socio-economic impacts of transporting attendees and participants	Full	p. 26-27, 70-71 - See also FIFA Women's World Cup 2011 Legacy Report
E04	Criticisms of events held	Full	No criticisms received
E05	Impact of initiatives to create a socially inclusive event	Full	p. 40-41, 68-69
E06	Impact of initiatives to create an accessible environment	Full	p. 40-41, 68-69
E08	Access to food and beverages that meet local, national or international standards	Full	p. 26-27, 70-71 - See also FIFA Women's World Cup 2011 Legacy Report
E011	Number, type and impact of sustainability initiatives developed	Full	p. 12-15, 26-27, 70-71 - See also FIFA Women's World Cup 2011 Legacy Report
E012	Nature and extent of knowledge transfer of best practice and lessons learned	Full	Advisory service to event organizers of major national and international sport events

Annex

GRI – Certification Statement

The Sustainability Report of the Deutscher Fußball-Bund is designed in accordance with Version 3.1 of the Global Reporting Initiative (GRI) guidelines and takes into account sector-specific performance indicators for event organisers (Sector Supplement Event Organizers). The Report corresponds to Application Level B as checked and confirmed by GRI. The comprehensive content index provided in the preceding pages indicates the location of profile information, management approaches and individual performance indicators within the report.



Statement GRI Application Level Check

GRI hereby states that **German Football Association (DFB)** has presented its report "Football is future" (2013) to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 30 September 2013

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a faint circular watermark.

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 26 September 2013. GRI explicitly excludes the statement being applied to any later changes to such material.

Further information on the
DFB's commitment to sustainability
can be found on the DFB website:
www.dfb.de/nb2013

The Sustainability Report is available on this page as a
download or e-book. Additional documents on the individual
issues within the Report are also available here. Printed copies
of the Sustainability Report are available upon request.

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